

# Governance and Justice Program Evaluation

Final Report

**REPORT** | APRIL 2019

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# Executive Summary

## Introduction

Created in 2010, the GJ Program (formerly Governance, Security and Justice - GSJ) is one of ten IDRC programs, and is situated within IDRC's Inclusive Economies (IE) Program Area. In 2015, IDRC's IE Program Area embarked on its 2015-2020 Implementation Plan and the GJ Program adopted its corresponding implementation plan, focusing on two priority areas:

- 1) Creating safer spaces, free from violent conflict and insecurity
- 2) Empowering vulnerable groups, particularly women and girls, to prevent and overcome gender violence.

Under these overarching priorities, GJ-financed 170 research projects with completion dates past 2015, focusing on the following thematic areas: 1) Land rights and governance; 2) Access to justice; 3) Reduction of gender-based violence (GBV); 4) Youth experiences with violence, inequality and vulnerability; and 5) Creation of safer spaces, free from violence and injustice. The GJ Program funds projects categorised based on three different grouping structures: 1) Standalone projects, addressing a research question that is not thematically linked to those addressed by other research projects; 2) cluster-based projects, consisting of a group of projects that are linked thematically, but do not address the same research questions and use different research methodologies; and 3) cohort-based projects, which have been intentionally brought together to address a common research question, using common methodologies. In response to recommendations made in the 2015 External Review of the GSJ Program, which found that the Program was funding a variety of projects addressing a wide range of questions that did not necessarily link together, the GJ Program has prioritised a cohort approach. It intentionally groups projects working on similar research questions with the objective of creating a stronger knowledge base and facilitating the synthesis of research results.

With only 18 months left before the end of the current cycle, the GJ Program commissioned this evaluation to take stock of progress in Program delivery and to reflect on potential modifications, both programmatically and institutionally, that could be brought to the GJ Program design going forward. In particular, the evaluation was to provide insights on the value added (or lack thereof) of the cohort approach introduced following the 2015 External Review.

The evaluation team used a mixed-methods approach to data collection, including an in-depth desk review of Program-level documentation, a project-level portfolio review, field visits to six countries<sup>1</sup> in which GJ projects have been implemented, and engagement of the evaluation team at key events in which project teams and POs participated. Semi-structured interviews and Focus Group Discussions (FGDs), as well as an online survey of project team members were undertaken. Overall, the evaluation team consulted with 132 stakeholders.

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<sup>1</sup> Chile, Colombia, Costa Rica, India, Nepal and Senegal.

GJ Program management and the GJ team constitute the primary users of this evaluation. Secondary users include: GJ grantees, IDRC management and the Board of Governors, as well as IDRC partners.

## Findings

### *Effectiveness*

The evaluation found that the GJ Program has been highly effective in producing key outputs. Projects are well on track to meeting project-based output targets by the end of the current implementation cycle. Of the five Program outputs<sup>2</sup>, projects have made most progress toward providing support to new leaders, whereas least progress has been made in relation to translating data into policy recommendations. Projects have been equally successful in reaching the Program's three immediate outcomes<sup>3</sup>. Notable progress has been made toward making communities more aware of their rights; a key factor of effectiveness being the involvement of communities in project design.

Project innovations are generally well positioned for use, with cohort-based projects having circulated their available results more than other grouping structures. The evaluation also found that GJ funded projects have successfully engaged in policy dialogue and decision-making processes, and this particularly at the national level. While cohort-based projects are placed to generate a strong body of knowledge that could potentially feed into regional and global discourses, positioning research for use at this level remains a work in progress. While GJ funded research has been successful at achieving outputs and immediate outcomes, the Program's effectiveness steadily decreases as one examines intermediate and development outcomes, where the Program seeks to have influence while having less direct control.

The evaluation found several factors of program effectiveness, including: the capacity of Principal Investigators (PIs) to identify and build alignment with relevant stakeholders; the adoption of a participatory approach with these stakeholders; the PIs' capacity to take advantage of opportunities for change in policy and practice; and, last but not least, the modalities of GJ grants.

As regards strategic alignment between the GJ Program and IDRC strategic outcomes, substantial contributions were made toward building leadership but less so toward scaling impact and securing co-funding partnerships. In terms of building leadership, the GJ Program has successfully positioned itself to build *individual* leadership, notably through the capacity building of junior researchers. However, while it contributed to building some organisational leadership, benefitting organisations in countries where research capacities are limited, grantees called for more organisational strengthening in areas such as resource mobilisation. Overall, multi-country projects, as well as those in cohorts and clusters, have proven beneficial for building leadership.

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<sup>2</sup> Program outputs include: 1) Knowledge created on how to build safer and more inclusive communities; 2) Evidence translated into effective policy recommendations; 3) Networks created/strengthened to facilitate the sharing of knowledge; 4) New leaders supported among researchers, social entrepreneurs, activists and policymakers; 5) Strategies and tools developed to increase awareness on rights and access to justice.

<sup>3</sup> Program immediate outcomes include: 1) Community groups are more aware of their rights; 2) GJ funded innovations are well positioned to be used; 3) GJ funded research informs policy debates and practices.

As for the IDRC strategic objective of scaling impact, the GJ Program has created programmatic practices, methodologies and mechanisms to promote this priority. However, while scaling up has been on the incline since 2015, the evaluation found that progress in this area has been moderate. Indeed, the GJ Program is more about supporting quality research than enabling scaled-up implementation of projects, and expectations regarding the scaling up of projects have been unclear, most notably to grantees. Additionally, grantees have expressed concerns that the length of projects and resource mobilisation support received are insufficient for meaningful scaling-up.

As regards IDRC's third strategic objective of enabling partnerships, the GJ Program has made very few advances in enabling partnerships in the form of co-funded programs. However, good and promising progress has been made by 39% of sampled projects in securing modest parallel funding. Also, project-based non-financial partnerships – with DFAIT/GAC, GIZ, UNEP, UNDP, UN-Habitat, World Bank, OAS, IDB, and others – have served to extend the reach, engagement and reputation of the GJ Program as well as IDRC more broadly.

Finally, corporate communications at IDRC is key to ensuring program effectiveness. It is intended to showcase IDRC support for research and resulting findings and outcomes to Canadian and global audiences including the Canadian government, international donor organisations and developing country policymakers. However, communication potential at corporate level has been under-exploited due to the limited contact and strategic alignment between GJ Program Officers (POs) and the IDRC Communications Division. Communication efforts have been hampered by the variable and overall low understanding of opportunities and constraints on both ends, leading to ad hoc communication initiatives.

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## Relevance

The evaluation found that GJ Program themes and outputs are strongly aligned to community, local and national stakeholders, but somewhat less so with regional and global priorities. However, the research supported by the GJ Program is expected to become increasingly relevant at regional and global levels as cohorts begin to mature, particularly in terms of their synthesis work, going beyond the national realm of individual projects. When comparing the relevance of research undertaken by different project grouping structures to research users, the evaluation found that standalone projects are more geared to the academic community, whereas cohort-based projects appear to be more relevant to communities, policymakers, NGOs and the private sector. The GJ Program is therefore clearly, appropriately and increasingly supporting research that is positioned at the intersection of theory and practice, research and uptake.

GJ programming themes have in many ways evolved appropriately since the 2010-2014 programmatic cycle, staying largely aligned with evolving discourses in the field. However, multiple users have been critical of GJ's changing priorities in relatively short periods of time. Given the GJ Program's multiple intent of promoting innovative research and scaling, as well as enabling co-funded partnerships, GJ programming themes were not consistently appropriate in their framing for balancing all of these priorities. Overall, while some GJ themes were universally considered of high relevance, others were considered relevant in more specific contexts. In this regard, GJ stakeholders have identified a number of themes that could potentially be worth exploring going forward.

Finally, the GJ Program's strategic niche at IDRC, and within the wider global Research for Development (R4D) landscape, is in contributing to building a development research ecosystem in fragile, post-conflict

and/or challenging contexts, as well as on issues of direct relevance to people and communities in such contexts. Based on the projects sampled, GJ has support research in 53 countries, of which 8 identified as fragile countries. Greater strategic reflection and planning are warranted to further consolidate this GJ Program niche.

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## *Strategic Implementation*

IDRC Programs tend to use a mixed approach for identifying projects, comprising open and closed Calls for Proposals, also receiving unsolicited proposals. As for the GJ Program, it primarily uses closed Calls to engage researchers who are best suited for the research. This limits high transaction costs associated with the open Call for proposal modality. While the use of closed Calls for Proposals by the GJ Program may risk reducing IDRC's exposure to new research actors, the use of this approach presents significant financial and strategic benefits.

One of the GJ Program's greatest strengths lies in its intentional use of participatory research methodologies that engage stakeholders in the design, implementation and dissemination of research. These methodologies are designed to empower stakeholders through community-based dialogue and reflection. However, there is an assumption that empowering stakeholders who are more aware of their rights will lead to advocacy and change. In actual fact, many research projects do not include links to concrete actions that can facilitate this advocacy and engagement. Additionally, government stakeholders (especially policymakers) are not consistently engaged in the research design and implementation of GJ-supported projects, which reduced the effectiveness of translating the research into policy action.

The GJ Program has provided support in various forms to POs and grantees alike. Research Support Projects (RSP) is a type of funding used by POs for non-research dedicated activities. These have notably been used to prepare or design research projects, host workshops and conferences, or implement research dissemination and communication activities. However, RSPs remain difficult to access and are thus used selectively and sporadically.

The GJ Program has provided valuable support to grantees. Indeed, grantees felt that the GJ Program has provided valuable horizontal support for the design of research projects. The Program has also provided technical support throughout implementation. However, grantees felt that support during implementation has not been as consistent as that provided during inception. Additionally, the GJ Program has provided important opportunities for grantees to collaborate with peer researchers, especially through its cohort-based approach. Support provided by the Program for the dissemination of results has been widely appreciated by grantees overall. Finally, multi-country projects constitute a good strategy for supporting the capacity building of grantees in countries where research capacities have traditionally been weaker. Data indicates that the cohort approach provides rather inclusive capacity building opportunities for these multi-country projects. By comparison, non-lead organisations involved in multi-country projects through the standalone grouping structure have felt somewhat sidelined from these capacity building opportunities.

In addition to providing cost-effective and inclusive capacity building opportunities to researchers, notably through joint workshops, the cohort approach enables grantees to increase research quality by sharing lessons learned and good practices among research peers on an ongoing basis. Additionally, the cohort approach strengthens research quality by building a strong body of triangulated knowledge, which has the potential to feed into regional and global discourses. By grouping projects together, researchers may also amplify their collective power and make more compelling arguments to donors and other researcher users.



Moreover, research results' synthesis is facilitated by the fact that researchers work on a common research question. Finally, cohorts are often composed of researchers from both academia and civil society, thereby further strengthening linkages between research and action.

The evaluation also found a number of challenges associated with the cohort approach. In order to reap the full benefits of this approach, sound cohort coordination and results synthesis are essential. While some cohorts have intentionally allocated resources and responsibilities to cohort coordination and synthesis, this is not yet a standard practice across all cohorts. Also, the unpredictability of financial resources at Program level has led projects within a same cohort to start at different times. This has negatively affected the coordinated implementation of some cohorts, limiting some of the great benefits of joint activities offered by the cohort approach. Finally, delays experienced by the different teams as well as cultural/linguistic barriers were commonly identified by grantees and POs as challenges hindering the implementation of the cohort approach.

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### *Cross-Cutting Issues (Gender Equality and M&E)*

The GJ Program places a strong focus on promoting gender equality and is currently developing a gender transformative framework to help guide its future work on gender. This is a positive step forward for providing the Program with greater gender-related consistency across projects and guidance around how programming can contribute to gender equality. However, while the GJ Program's Proposal Application Process requires gender equality to be included in the project design, it does not provide enough guidance to researchers on how to do so. While all GJ projects take gender into consideration to some extent, with most projects making an effort to mainstream gender throughout research processes and products, the short timespan of IDRC funding to projects is a major impediment to promoting gender transformation. Finally, POs have provided important and highly appreciated support to researchers around gender equality, having increased the degree of gender sensitivity within their work. However, this extent and quality of this support to researchers varied, depending on the gender-specific technical capacities and experience of POs. Overall, researchers require further support to mainstream gender throughout their work, integrate a consistent and meaningful gender analysis, and highlight how research has contributed toward improved gender equality.

The GJ Program has made recent efforts to improve the quality of its internal results monitoring and reporting system. However, while a logical system has been put in place, it requires significant strengthening to capture comprehensive data that can be compared across projects in a timely and efficient manner. Although the GJ Program has invested in a comprehensive results framework that logically leads from outputs to impact, the system is missing important elements to identify lessons learned and inform on the non-achievement of planned results. Finally, researchers expressed mixed views around the usefulness and appropriateness of the IDRC monitoring and reporting system. While some researchers have pointed to the benefit of reporting to generate self-reflection, others have indicated that the administrative and financial burdens of results monitoring and reporting are too high. In this regard, emerging researchers and projects assuming the role of multi-country or cohort coordinators appear to be experiencing a higher administrative burden.

## Recommendations

### *On Strategic Outcomes*

#### ***Recommendation/Immediate***

- GJ should provide more intentional institution-building support to grantees.
- GJ and IDRC communications should develop a more strategic and structured collaboration.
- The GJ Program should receive the support of a PO-KT, to enable further learning at Program level, and create a more appropriate and dynamic bridge between GJ and the Communications Division.

#### ***Recommendation/Long-term***

- IDRC and Program Area Leadership should more explicitly articulate the specific meaning of the strategic priorities in the next strategic plan, to avoid the ambiguity of the most recent plan's use of the 'building leaders' concept.
- GJ should consider providing additional strategic and financial scaling support to selected, performing and promising research projects.
- To appreciate the extent to which GJ projects have had meaningful impact, the GJ Program should consider undertaking a tracer study of the most promising projects going forward.
- IDRC, IE and GJ Program leadership should work in close alignment to develop a shared strategy for the development of partnerships, with a specific focus on parallel funding.

### *On Relevance*

#### ***Recommendation/Immediate***

- To be better positioned regionally and globally, GJ projects should be more intentional and consistent in their alignment with respect to specific regional (e.g. African Union security agenda) and/or global agendas (e.g. SDGs).

### *On Thought Leadership*

#### ***Recommendation/Long-term***

- GJ themes need to be crafted at the Program level while being intentionally aligned with the strategic priorities of the IE Program Area and IDRC as a whole.
- The GJ Program should balance thematic diversity with the Program resources available to support in-depth research.



## *On Strategic Niche*

### ***Recommendation/Long-term***

- The Program should be more intentional, focused and committed to supporting research on and in the most fragile contexts.
- The GJ Program should more strategically and intentionally situate its work at regional and global levels, with greater coordination across different IE programs.

## *On Strategic Implementation (Overall Approach)*

### ***Recommendation/Immediate***

- Characteristics of participatory approaches and flexibility should be safeguarded by the organisation and encouraged to flourish.
- In addition to participatory methodologies, the GJ Program should support the use of mixed methods, encouraging the integration of quantitative methods into research projects.

## *On Strategic Implementation (PO Networks and Knowledge-Sharing)*

### ***Recommendation/Immediate***

- PO knowledge should be documented and shared systematically across the Program and IDRC more widely.

## *On Strategic Implementation (Enabling Concrete Actions)*

### ***Recommendation/Long-term***

- Intended research users who are institutional decision makers (i.e. policymakers) should be better engaged in research projects from the design phase to encourage ownership and buy-in.
- GJ should enable researchers to better connect their work with that being done at the global level.

## *On GJ Support*

### ***Recommendation/Immediate***

- The support provided by the GJ Program throughout the lifecycle of research projects should match that which is offered at inception in relevance, timeliness and quality.

### ***Recommendation/Long-term***

- To alleviate POs' workloads, the GJ Program should continue to prioritise cohort-based projects, while also considering supporting fewer and larger projects in its portfolio, as this should enable the Program to provide more targeted support to each project.

## On Cohorts

### **Recommendation/Immediate:**

- To the extent possible, cohort projects should be launched at the same time.
- Grantees within a cohort should be strongly encouraged to take part in more frequent, informal meetings. Cohort coordinators and grantees should also be given access to low-cost, web-based platforms (for example, Zoom) to facilitate regular encounters.
- The coordination and synthesis of research projects need to be developed and undertaken more intentionally right from the beginning of research projects, and cohorts more specifically.
- Due to cultural and linguistic barriers, and also because of different institutional contexts, GJ should consider forming small cohorts that are regionally (and sub-regionally) based.

### **Recommendation/Long-term:**

- The roles and responsibilities of the POs with regards to managing the cohorts should be reviewed, and more responsibilities should be entrusted to cohort coordinators/synthesis leads.

## On Gender

### **Recommendation/Immediate:**

- POs should provide more tailored support to GJ researchers during the proposal application stage and the project design stage to ensure that gender equality considerations are thoroughly addressed in the research design and methodological process.
- IDRC should conduct an assessment to identify the current level of gender knowledge within this and other teams (especially among POs), as well as any knowledge or skill set gaps.
- IDRC should then develop a gender equality capacity development plan for its staff.
- At the end of the project, POs (or PO-KTs) and PIs should conduct a gender performance assessment to understand how well gender was integrated.

### **Recommendation/Long-term:**

- GJ should continue supporting the development of an IDRC-wide gender strategy that can help to standardise the organisation's approach to gender equality and provide important strategic and implementation guidance across programs.

## On M&E

### **Recommendation/Immediate:**

- Inefficiencies in the monitoring and reporting process should be reduced.
- The GJ Program should provide research coordinators for multi-country projects additional funding support to cover current monitoring and reporting requirements.

***Recommendation/Long-term:***

- GJ Program Impact Pathways should be reviewed to bring greater clarity and attention to the link between immediate outcomes on the one hand, and intermediate and development outcomes on the other.
- The Trackify system should have a dedicated section for lessons learned, so they are accessible for future projects (to POs, to researchers, etc.).
- Researchers as well as POs may require some training around how to identify and communicate useful lessons learned.
- To inform programming decisions, lessons relating to specific project elements (i.e. thematic, geographic, strategic, etc.) should be taken from the inventory list and discussed within planning sessions.

## Concluding Thoughts

The GJ Program has undertaken bold and pioneering methodological work in the recent program cycle. The cohort approach has proven a good investment, and one which should be pursued into the future, building further on its strengths and also adjusting some practices to ensure yet greater Program relevance and effectiveness. The Program is also playing a key role in building an R4D ecosystem on and in conflict and fragile contexts, despite the innumerable challenges of doing so. Such innovative and important work needs to find a yet greater way to feature prominently within IDRC, sharing its methodological work with other Programs and Program Areas, and also working more closely with IDRC high-level stakeholders and systems. Doing so would go some distance toward ensuring that both the GJ Program and IDRC more widely benefit from the Program's experience, while also ensuring that the GJ Program is able to benefit from the institution's long-standing experience and capacities.

# Acronyms

BLAST	Bangladesh Legal Aid and Services Trust
BRAC	Bangladesh Rural Advancement Committee
CBO	Community Based Organisation
DfID	Department for International Development
DRC	Democratic Republic of Congo
ECFM	Early Childhood Forced Marriage
FGD	Focus Group Discussion
FLACSO	Facultad Latinoamericana de Ciencias Sociales
FUSALMO	Fundación Salvador del Mundo
GAC	Global Affairs Canada
GBV	Gender-Based Violence
GIZ	Gesellschaft für Internationale Zusammenarbeit (German Agency for International Cooperation)
GJ	Governance and Justice
GSJ	Governance, Security and Justice
IAGU	Institut Africain de Gestion Urbaine
IDRC	International Development Research Centre
IE	Inclusive Economies
INGO	International Non-Governmental Organisation
IPAR	Initiative Prospective Agricole et Rurale
ISS	Institute for Security Studies
K4DM	Knowledge for Democracy in Myanmar
LAC	Latin America and the Caribbean

LGBTI	Lesbian, gay, bisexual, transgender, and intersex
LIPS	Sedane Labour Resource Centre
LOE	Level of Effort
M&E	Monitoring and Evaluation
MENA	Middle East and North Africa
N/A	Non-Applicable / Not Available
NGO	Non-Governmental Organisation
OAS	Organization of American States
OIJ	Organismo Internacional de Juventud para Iberoamérica (International Organisation for the Youth in Ibero-America)
PAD	Project Approval Document
PCR	Project Completion Report
PI	Principal Investigator
PL	Program Leader
PMO	Program Management Officer
PMR	Project Monitoring Report
PO	Program Officer
POEV	Policy and Evaluation Division of IDRC
R4D	Research for Development
RADI	Réseau Africain pour le Développement Intégré
RO	Regional Office
ROAJELF	Réseau Ouest Africain des Jeunes Femmes Leaders
RP	Research Project
RQ+	Research Quality Plus
RSP	Research Support Project

SAIC	Safe and Inclusive Cities Program
SDG	Sustainable Development Goals
SSA	Sub-Saharan Africa
SWATI	Society for Women's Action and Training Initiative
TBD	To Be Determined
ToC	Theory of Change
ToR	Terms of Reference
UdM	University of Montreal
UK	United Kingdom
UMG	Universal Management Group
UN	United Nations
UNFPA	United Nations Population Fund
YETT	Youth Empowerment and Transformation Trust
YMCA	Young Men's Christian Association



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# 1 Introduction

## 1.1 Overview and Report Structure

An evaluation of the International Development Research Centre (IDRC) Governance and Justice (GJ) Program was commissioned by IDRC in September 2018. It was carried out by the Universalia Management Group (UMG; Universalia) from September 2018 to April 2019. This evaluation report presents the evaluation team's findings and recommendations.

The Final Report Draft is organised as follows:

- Chapter 1 presents the overall approach of the GJ Program, as well as the purpose and scope of the evaluation;
- Chapter 2 describes the methodology and methods employed by the evaluation team to undertake this mandate;
- Chapter 3 discusses effectiveness findings, related to Program outcomes, development outcomes and IDRC strategic outcomes;
- Chapter 4 details findings on the relevance of the Program and programming themes, while also providing a discussion of the strategic niche of the GJ Program;
- Chapter 5 analyses the strategic implementation of the GJ Program. It starts with an examination of the Program's identification and selection of grantees, and continues with a discussion of the Program's participatory methodology as well as Research Support Projects (RSPs). It includes an in-depth assessment of the support provided by the GJ Program to research projects, followed by a discussion on the added value and challenges of the cohort approach;
- Chapter 6 examines two cross-cutting issues; gender integration and considerations, and also Monitoring and Evaluation (M&E);
- Chapter 7 presents the conclusions and recommendations of the evaluation; and
- Chapter 8 provides guidance on how readers may use this report.

Several appendices have been prepared for this report, providing key methodological details as well as evaluation Terms of Reference (ToR). Separate appendices also provide supportive materials for each of the substantive chapters of this report.

## 1.2 GJ Program and its Overall Approach

Created in 2010, the GJ Program (formerly Governance, Security and Justice - GSJ) is one of ten IDRC programs, and is situated within IDRC's Inclusive Economies (IE) Program Area. In 2015, IDRC's IE Program Area embarked on its 2015-2020 Implementation Plan and the GJ Program adopted its corresponding implementation plan<sup>4</sup>, focusing on two priority areas:

- 3) Creating safer spaces, free from violent conflict and insecurity
- 4) Empowering vulnerable groups, particularly women and girls, to prevent and overcome gender violence.

Under these overarching priorities, GJ-financed research projects focused on the following thematic areas: 1) Land rights and governance; 2) Access to justice; 3) Reduction of gender-based violence (GBV) 4) Youth experiences with violence, inequality and vulnerability; and 5) Creation of safer spaces, free from violence and injustice. Since 2015, the Program has also managed two partnership-based programs, co-funded with other donors: 1) 'Safe and Inclusive Cities' (SAIC; co-funded by the United Kingdom (UK) Department for International Development [DfID] and which ended in 2017), and 2) Knowledge for Democracy in Myanmar (K4DM; a new initiative co-funded by Global Affairs Canada [GAC]).

Overall, the GJ Program has funded 170 projects with completion dates past 2015. Data presented in this report is based on the eligible project population of 92 projects<sup>5</sup> and a sample of 31 projects (see Appendix IX for detailed information on the sampling strategy).

Since 2015, the GJ Program prioritised an approach to programming that more intentionally developed cohorts of research teams and projects within and across regions. This has come partially in response to the conclusions of the 2015 External Review of the GSJ Program, which recommended that the Program move away from supporting individual projects and toward a more intentionally collaborative model and approach. That Review found that with limited resources, the GJ Program was funding a variety of projects addressing a wide range of questions that did not necessarily link together. Therefore, projects – standalone and clusters alike – were mostly contributing to influencing policies at national and local level, and to a lesser extent at regional level, but largely lacked common research questions that would contribute to a stronger knowledge base that is needed to feed strongly into regional and global policies and agendas.<sup>6</sup>

### Types of Projects Funded by the GJ Program

Based on consultations with Program Officers (POs), the evaluation team crafted the following definitions for the three types of projects funded by the GJ Program since its inception in 2010. Evaluation findings throughout the report reflect a comparative analysis of these three types of projects and groupings.

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<sup>4</sup> Although GJ has developed an implementation plan, this plan was not officially approved by IDRC.

<sup>5</sup> The eligible project population was initially of 91 projects. One project was added following a request from GJ.

<sup>6</sup> Arthur, P., Paterson, A. and N. Tschirgi (2015). "External Review: Governance, Security and Justice Program", International Research Development Centre: p.3.

**Standalone:** Standalone projects address a research question that is not thematically linked to those addressed by other research projects. While these projects can generate important knowledge on a particular topic and have influence at the local and/or national level, it is difficult for them to generate a broader base of knowledge because of the lack of linkages with other projects. Of the 92 projects forming the overall population for this evaluation, a total of 22 projects are standalone.

**Clusters:** Clusters consist of a group of projects that are linked thematically, but do not address the same research questions and use different research methodologies. These projects may or may not be linked in an intentional way. Cluster-based projects do not necessarily start at the same time, and grantees that are part of the same cluster do not work as a cohesive group, as is the case with cohort-based projects. Grantees from cluster-based projects may or may not interact with each other, and interactions are normally ad hoc and/or unintentional. Nevertheless, clusters represent a critical mass of research on overlapping or linked thematic or regional issues, and may contribute to the development of a community of peers of the kind intentionally sought in the development of cohorts (see below). POs are typically responsible for the aggregation and synthesis of the knowledge produced by different cluster-based projects, and this is often done after the fact. Of the 92 projects forming the population for this evaluation, a total of 25 projects are cluster-based. Cluster-based projects address the following themes: 1) GBV (8 projects); 2) justice (10 projects); 3) safer spaces (4 projects); 4) youth (2 projects); and 5) land (1 project).

**Cohorts:** The GJ portfolio comprises six cohorts (see sidebar). Cohorts stem from a relatively recent GJ programming approach intent on coherent knowledge construction, synthesis and dissemination. Cohorts typically comprise projects, and project teams, that have responded to a specific (thus far only closed) Call for Proposals or have been intentionally brought together by POs, having developed and thus sharing a research design and a specific set of research questions. The only cohort that was not intentionally created is the Early Childhood Forced Marriage (ECFM) cohort, which started as a cluster whose projects were later brought together to form part of a cohort. Two cohorts are regionally-based (i.e. Youth Violence 2016 and Economic Opportunities & Violence Latin America and the Caribbean [LAC]), while the remaining cohorts include projects from two different regions.

### *Cohorts of the GJ Program*

- 1) Youth Violence 2016 (13 projects)
- 2) Economic Opportunities & Violence LAC, 2018 (8 projects)<sup>7</sup>
- 3) Citizen Engagement LAC and Asia, 2017 (8 projects)
- 4) Land 1, 2013 (8 projects)
- 5) ECFM, 2015 (6 projects)
- 6) Land 2, 2017 (6 projects)<sup>8</sup>

Supported by at least two IDRC POs, cohorts may or may not benefit from a coordinator and synthesis lead (which is normally either a research partner organisation or a purposefully-selected external body). Efforts have been made for cohort projects to be launched simultaneously, but this has not necessarily always been the case, namely because of financial constraints. Cohort grantees are intentionally brought together to work as a cohesive group, and participate in joint workshops at the beginning, the middle and the end of the project. Additionally, cohorts share an intentional approach to knowledge synthesis and

<sup>7</sup> Five of those projects are not reflected in the projects sampled since these were approved in 2019.

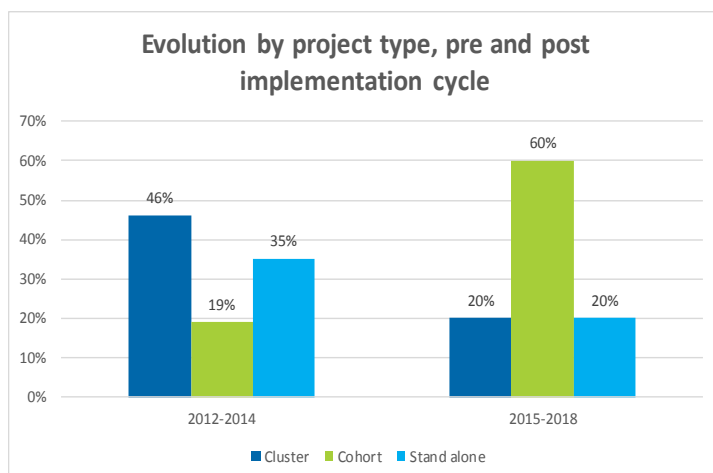
<sup>8</sup> Two of those projects are not reflected in the sample since they were approved in late 2018, after the project sample for this evaluation was established.



dissemination/communication. The cohort-based approach generates opportunities for innovative research, learning and capacity building, as well as strategic positioning for uptake and dissemination.

## Evolution of the GJ Portfolio since 2015

**Exhibit 1.1** *Evolution by Project Type*



Since 2015, the GJ Program has implemented the External Review's recommendation to more strategically invest its portfolio by increasingly funding cohort-based projects that work toward common research questions. As demonstrated in Exhibit 1.1<sup>9</sup>, of the projects approved between 2012 and 2014, 81% were either standalone or cluster-based. By way of comparison, more than half of projects (60%) approved after 2015 formed part of a cohort. The evolution of the cohort approach, as well as its value added and challenges, is further discussed in Chapter 5.

A few key points are noteworthy at this early stage, about the evolution of the portfolio. There has been a clear progression in the number of projects that have been approved, with many more projects being approved on a yearly basis as of 2015 (see Exhibit 1.2 below).

**Exhibit 1.2** *Number of Projects Implemented per Year, from 2012 to 2018*

2012	2013	2014	2015	2016	2017	2018
9	10	7	12	25	14	13

At the same time, the median budget for those projects has diminished when comparing the pre- and post-2015 implementation cycles, from \$589,950 to \$484,200 (which represents a reduction of 18%). The value of some projects approved during the ongoing implementation cycle was as low as \$61,400, compared to \$268,900 for projects approved during the previous implementation cycle. This suggests that, while IDRC is becoming more targeted in the thematic areas that it supports, it is also spreading itself thinner in the number of projects that it is supporting, and is doing so with fewer resources.

<sup>9</sup> This graph is based on a population of 90 projects. The original population for the evaluation was 91 projects, and then an additional project was added bringing it to 92. For the purpose of this graph, two projects aimed at cohort coordination were removed from the calculation.

## 1.3 Evaluation Purpose and Users

GJ's current implementation cycle began in April 2015 and will end in March 2020. With only 18 months left before the end of the current cycle at the time, the GJ Program commissioned this evaluation to take stock of progress in program delivery since the last GJ evaluation, to examine the extent to which the Program is on track to meet its objectives and to identify key factors enabling or hindering program effectiveness. The evaluation is also meant to reflect on potential modifications, both programmatically and institutionally, that could be brought to the GJ Program design going forward, both in the short term within the current planning period, and long term beyond it. In particular, the evaluation is to provide insights on the value added (or lack thereof) of the cohort approach introduced following the 2015 External Review.

This is predominantly a formative evaluation, with a forward-looking orientation. As such, the purpose of this evaluation is primarily *learning*, with a lighter focus on *accountability*, as the GJ Program intends to report to its Board in March 2019 on Program results and learning. To that end, the main users and uses of the evaluation are as follows (see Exhibit 1.3):

**Exhibit 1.3** Evaluation Users and Uses

USERS	USES
<b>GJ Management and Team (primary user)</b>	Findings and recommendations from this evaluation will be used to adjust programming for the remainder of the 2015-2020 implementation cycle. IDRC is currently in the early phases of renewing its Strategic Plan beyond 2020; therefore, learning from the evaluation will be used to shape future strategic directions of the GJ Program.
<b>GJ Grantees (secondary user)</b>	The evaluation represents an opportunity for grantees to learn about the GJ Program and the way it works. To that end, GJ grantees will constitute a secondary audience of the evaluation's learning outputs. The evaluation also presented an opportunity for grantees to share their perspectives on the extent to which GJ's strategic approach and delivery mechanisms meet their needs and expectations.
<b>IDRC Management and Board of Governors (secondary user)</b>	The IDRC Board will review the evaluation's findings and a management response from the Program.
<b>IDRC Partners (secondary user)</b>	This evaluation will be made publicly available on IDRC's digital library and potentially shared with some of IDRC's partners.

## 1.4 Evaluation Scope and Priorities

This evaluation will specifically focus on strategic and programmatic approaches, projects, and outcomes since the strategic period began in 2015. Projects that were launched within the previous strategic period and which have either continued through or been completed in the current one is also within its scope.

Excluded from the scope are projects funded by the SAIC and K4DM initiatives, both of which have their own evaluation plans.

Within this scope, the evaluation is meant to generate learning and insights into the following priority areas (developed into key questions in an evaluation matrix located in Appendix I ):

- **GJ contribution to program outcomes and IDRC's Strategic Plan:** Preliminary program outcomes and contributions to IDRC strategic objectives; relevance of program outcomes to key research users and donors; the identification of constraining/facilitating factors; relevance and intentionality of GJ-supported work in global agendas / Sustainable Development Goals (SDGs); the supportive work of the GJ Program team (as per IDRC's unique support model and approach); an evaluative compendium of good practices on GJ Program contributions to building leaders, scaling and partnerships; and ways forward for the enhancement of programmatic effectiveness.
- **Effectiveness of Strategy Implementation**
  - **Thematic:** Alignment between programming themes, research approaches and methodologies; strengths and course corrections required for programmatic themes; building a strategic niche; approaches and mechanisms of/for thought leadership; possible future thematic directions; and future possibilities for building on opportunities to be a thought leader.
  - **Process:** Effectiveness and appropriateness of program modalities; examples of good practice in terms of strengthening quality research, building capacity of Southern researchers, and putting in place strategies and practices to position research for use by target audiences; and possible adjustments that may be required in program modalities.
  - **Cross-cutting:** Extent to which gender was addressed across the GJ portfolio; ensuring an M&E system that is fit-for-purpose at programmatic and corporate levels; considering implications of the introduction of Impact Pathways; examining different practices of reporting and data use.

It should be noted that the evaluation did not specifically use the Research Quality Plus (RQ+) framework to assess research quality, nor will it validate the 'truth claims' made by grantees about their work along the Impact Pathways.

## 2 Methodology and Methods

### 2.1 Overall Approach

To ensure ownership of the evaluation's findings and maximising the likelihood that recommendations will be valuable to, and implemented by users, the evaluation adopted a utilisation-focused approach. It has been carried out in an appropriately participatory manner, working closely with IDRC's GJ Program team and their evaluation colleague from the Policy and Evaluation Division (POEV) of IDRC.

The evaluation team used a mixed-methods approach to data collection, including an in-depth desk review of program-level documentation, a project-level portfolio review, field visits to a sample of countries in which GJ projects are implemented, and engagement of the evaluation team at key events in which project teams and POs participated. Semi-structured interviews and Focus Group Discussions (FGDs), and an online survey of project team members were undertaken. A sampling strategy, an evaluation matrix, and interview protocols were developed and used throughout data collection for the evaluation, creating a consistent data collection process across all members of the team.

### 2.2 Mixed Methods Approach

This section provides an at-a-glance perspective of the specific methods and their deployment, followed by an overview of the sampling strategy developed and variegated/tiered deployment of each method for different groups of projects and across stakeholders. A brief discussion of learning and knowledge translation is provided. For a full description of the methodology, see Appendix IX .

#### GJ Portfolio Review

Program and IDRC-wide documents (e.g. strategic, Impact Pathways, internal planning, M&E strategy, etc.) and project documents (e.g. Project Approval Documents [PADs], Project Completion Reports [PCRs], Technical Reports, etc.) were collected and analysed in accordance with the evaluation matrix. Data was uploaded into a single database with other data collected to ensure triangulation. For a full list of documents reviewed in this evaluation, see Appendix III .

#### Country Visits and Workshop / Conference Participation

The evaluation team undertook country visits in Nepal, India, Senegal, Colombia, Costa Rica, and Chile to conduct FGDs and interviews with GJ grantees, IDRC country office staff, knowledge users and others. Exhibit 2.1 provides an at-a-glance perspective of country missions undertaken for this mandate.

*Exhibit 2.1 Country missions at-a-glance*

COUNTRY	TYPE OF DATA COLLECTION	NUMBER OF STAKEHOLDERS CONSULTED
Nepal	Workshop participation, interviews, FGD	10
India	Interviews, FGDs	25
Senegal	Conference participation, interviews, FGD	28
Colombia	Interviews, FGD	14
Costa Rica	Interviews	5
Chile	Interviews	6

## Interviews and Focus Group Discussions

The evaluation team undertook semi-structured interviews, group interviews and/or FGDs with key respondents on programmatic, project and strategic dimensions of the evaluation. Respondents included IDRC staff, Principal Investigators (PIs) and researchers, cohort coordinators and synthesis leads, global/local research users and others.

*Exhibit 2.2 Overview of stakeholders consulted*

METHOD	NUMBER OF STAKEHOLDERS CONSULTED
Individual Interviews	53
Group Interviews	41
Focus Group Discussions	38
Online Survey	103

A particular effort was made to consult with PIs and others to learn more about the benefits and limitations of the cohort approach. Also, to better understand the factors explaining why some projects were more gender intentional than others, the evaluation team conducted gender-intentional FGDs with PIs and researchers. In total, the evaluation team consulted with 132 stakeholders across all data collection methods (Exhibit 2.2).

## Online Survey

An online survey was distributed to 226 PIs, researchers, coordinators and synthesis leads. It received 103 responses, a response rate of 45%, of those respondents, 91 fully completed the survey and 12 partially completed the survey, with a completion rate of 88%. One or more respondents took part in the survey for 71% of sampled projects (22/31 projects). The survey design was created according to best practice in survey methodology<sup>10</sup>, with questions reviewed and approved by the GJ Program management team and

<sup>10</sup> E.g. Fowler (1995), OECD (2012), Statistics Canada (2010); Couper, Traugott, & Lamias (2001)

the Academic Advisor prior to being sent. Given the geographic spread of GJ grantees, the survey was administered in English, French and Spanish.

## Sampling

Of the 92 eligible GJ projects within scope, the evaluation team undertook a sampling strategy that led to a project landscape of 31 projects for this evaluation. The final sample represents multiple diversities, including geographic, thematic, PO, and selection-based approach. The final sample also includes standalone, standalone-clustered and cohort-based projects. 20 projects were deeply examined through document review, interviewing, FGDs, field missions and survey administration. 11 projects were examined only through document review and a survey. The remainder of the 92 projects saw grantees respond only to the survey. For a complete list of specific selected projects included in this study, see Appendix X .

## Learning and Knowledge Translation

Given the learning orientation of this mandate, the evaluation team designed an approach to this work in consultation with the GJ Program team to include key learning moments for IDRC and other stakeholders as well as knowledge translation practises more broadly. A full discussion of the learning and knowledge translation plan is found in Appendix XI .



## 3 Effectiveness

### 3.1 Introduction

This chapter provides an assessment of the GJ Program's overall effectiveness. It examines program outputs and outcomes, developmental outcomes, and the Program's delivery of IDRC's strategic outcomes. It also discusses enabling and constraining factors of program effectiveness, paying particular attention to standalone projects, clustered projects and cohorts.

### 3.2 Program Outputs and Immediate Outcomes

#### Key Outputs

**Finding 1:** The GJ Program is highly effective in producing key outputs. It is expected that projects will meet their objectives throughout the course of their trajectory. Of the five program outputs, support provided to new individual leaders is the most frequent output among sampled projects while the translation of data into policy recommendations is the least. There is no clear trend regarding project grouping structures impacting outputs. Instead, a project's maturity is the strongest factor of success.

GJ projects are expected to produce up to five types of outputs (noted in Exhibit 3.1), the combination of which is determined by the projects' design and area(s) of focus. Most projects within the evaluation sample have successfully produced, or are on their way to producing these different outputs. In multiple ways, from project design through to reporting, the Program has guided PIs toward planning, producing and tracking these outputs. Bearing in mind that 13 of 31 sampled projects are still ongoing, overall the Program is well on its way to meeting its project-based output targets.<sup>11</sup> Exhibit 3.1 provides output data to date for sampled projects, each of which is further subsequently discussed.

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<sup>11</sup> The analysis considered the reporting tools (Trackify, M&E Framework, Outcomes Monitoring grids), yet the information was incomplete in comparison with project documents (technical reports, project monitoring reports [PMRs], project completion reports [PCRs]). These two types of sources were used in complementarity for the analysis, alongside interview materials, field mission reports and survey data.

**Exhibit 3.1** *Output Data for Samples Projects*

	COHORT	CLUSTER	STANDALONE	TOTAL
<b>Output Indicators/Number of Projects</b>	<b>16</b>	<b>6</b>	<b>9</b>	<b>31</b>
Knowledge created on how to build safer and more inclusive communities	7	5	6	18
Evidence translated into effective policy recommendations	5	4	2	11
Networks created/strengthened to facilitate the sharing of knowledge	10	4	8	22
New leaders supported among researchers, social entrepreneurs, activists and policymakers	13	5	8	26
Strategies and tools developed to increase awareness on rights and access to justice	9	4	7	20

***Knowledge created on how to build safer and more inclusive communities***

Projects in the sample have produced or are on their way to producing indicator-specific knowledge rooted in evidence, based on an analysis of knowledge gaps within their field of research. Project documents demonstrate that 18 projects have ‘created knowledge’ thus far: ten have published peer-reviewed articles or books based on their research, while 14 have produced other forms of knowledge (case studies, thematic modules, brochures, etc.). Six projects have produced both types of outputs.

The outputs produced have been significant in their quantity and their diversity, but also in their usefulness. A PI expressed it in the following terms: “We create knowledge – that is what we do best. We create from the ground up, then we use that to fight the battles we fight.” As seen in Exhibit 3.1, clustered projects have been proportionally more successful at knowledge creation (5/6, 83%) than standalone projects (6/9, 67%) and much more than projects within

***Certain projects were particularly successful at creating knowledge*****Because of the number of outputs that they have produced**

Project 107043: Urban Violence Reduction and Citizen Security in Brazil, Colombia, Mexico and South Africa

16 commissioned research articles, 28 videos produced with participants

Project 107134: Sexual Violence and Impunity in South Asia

52 in-depth multidisciplinary essays and 16 interviews published in a series of eight books, six 4-pagers summarising the knowledge created

**Because of the variety of outputs that they have produced**

Project 108104: HUMSATHI: Empowering Girls to Become their Own Advocates and Boys as Allies to End Early Child and Forced Marriage

A theatre script, three booklets for sensitisation, a set of information briefs detailing on-ground realities with respect to the practice of ECFM, short videos on ECFM, a video documentary, a set of infographics on ECFM, etc.

Project 108482: Youth Engagement in Addressing Violent Extremism and Gender Violence through Early Warning Systems in Kenya and Tanzania

A book of abstracts, six manuscripts submitted and reviewed for a special journal issue, two reports drawn from events, two research reports submitted by graduate students supported by the project, 24 paper presentations made at an event

cohorts (7/16, 44%). This is explained by the projects' level of advancement: in the sample, projects within clusters were more mature (indeed, none are ongoing). As expected, the projects' trajectory appears as a key indicator of success: among projects that are fully closed, 100% produced knowledge (7/7), while 73% (8/11) of recently completed projects and 23% (3/13) of ongoing projects did so.

### ***Evidence translated into effective policy recommendations***

According to project documents, certain projects in the sample have produced policy briefs (11 projects). Projects within clusters (4/6, 67%) are significantly more successful at translating their evidence into policy recommendations, proportionally, than those in cohorts (5/16, 31%) or standalone projects (2/9, 22%), with the same caveat regarding project maturity. Indeed, fully closed projects within the sample have been far more successful (4/7, 57%) at generating this output than recently completed (4/11, 27%) and ongoing projects (4/13, 31%), noting that projects are likely to produce this output as they follow their course. The policy changes caused by this output are discussed below in terms of immediate and intermediate outcomes.

### ***Networks created/ strengthened to facilitate the sharing of knowledge***

One of the outputs sought by GJ is for researchers to develop their network within their fields. Project documents show that 22 projects out of the sample of 31 have involved the participation of researchers in events such as conferences and panels. While fully closed projects all included strategic engagements (7/7, 100%), there is no significant difference between recently completed projects (7/11, 64%) and ongoing ones (8/13, 62%). More standalone projects have included participation in events (8/9, 89%), proportionally, than other grouping structures within the sample (clusters, 4/6, 67%; cohorts, 10/16, 63%).

### ***Examples of events in which grantees presented***

Project 107524: Pathways to Accountability in the Global Land Rush: Lessons from West Africa

- Lands Commission' Stakeholder Forum
- World Bank's Land Conference 2015

Project 107995: The Role of the Private Sector in Reducing Corruption in Latin America

- High-Level Meeting organised by the World Economic Forum Partnering Against Corruption Initiative
- World Economic Forum on Latin America

Project 108110: Preventing Early Marriage in Urban Poor Settlements in Bangladesh

- Gender and Sexual & Reproductive Health Conference for Young Adults 2018
- South Asia Regional Conference on 'Gender, Rights and Choices: Access to Justice in a Megacity'
- United Nations (UN) Commission on the Status of Women

Project 108477: Responses to Female Youth Violent Extremist Group in Mali and Niger

- High-Level Event on 'Women, Violence and Terrorism in West Africa and the Sahel Region' organised by the United Nations Office for West Africa and the Sahel (UNOWAS), Economic Community of West African States (ECOWAS), G5 Sahel, Mano River Union, Working Group on Women, Youth, Peace and Security in West Africa and the Sahel, UN Women, and the UN Office of Counter-terrorism

Nonetheless, several researchers from distinct projects in LAC who are part of standalone and clustered projects expressed the need for more support from IDRC in connecting with other researchers outside of their groups of familiar stakeholders, a concern that was echoed by certain sub-grantees in multi-country projects. This is precisely an advantage of cohorts over the other grouping structures, as stressed by several POs and researchers: they have the potential to form new networks by bringing together researchers within the same field but from different settings.



*The project ... gathered people together, and produced new knowledge and understanding. It also generated a network of researchers and actors that did not exist prior to the project, particularly in Chile. Providing an unprecedented space for group reflection, the project brought together activists with company executives, academics with consultants. The project's Social-technical Council was a platform for hybrid dialogues.*

*- Technical report*



### ***New leaders supported among researchers, social entrepreneurs, activists and policymakers***

Projects have supported individual leadership development notably by building the capacity of various stakeholders (i.e. researchers, data collectors, community members) and by mentoring young researchers, both female and male. Leadership development is in line with IDRC priorities, as it contributes to building the field and increasing the likelihood of sustainability. According to project documents and interview data, in total, 26 projects have supported leaders through one of these two methods: 20 through training and 14 through mentoring, including eight projects that have pursued both methods (Of note, leadership is further discussed in detail below). Various projects have produced training manuals in order to replicate and scale up training, thus multiplying potential effectiveness. This output is unique in that more recent projects are proportionally more successful than older ones: 85% of ongoing (11/13) and 91% of recently completed projects (10/11) supported leaders, while 71% of fully closed ones (5/7) did so. This could indicate that more recent projects are more intentional in their design or more effective in their implementation of measures to support leaders.<sup>12</sup> Projects of different structure groups are almost equally successful in producing this output: there is little variation among projects within clusters (5/6, 83%), within cohorts (13/16, 81%) and standalone ones (8/9, 89%).

### ***Strategies and tools developed to increase awareness on rights and access to justice***

GJ-funded projects report on the innovations (i.e. tools and strategies) that they have identified and tested. As per project monitoring documents and program monitoring systems, 20 sampled projects have tested

<sup>12</sup> The discussion on IDRC's contribution to building individual leaders and leading organisations is further developed below, in the section on IDRC Strategic Outcomes.

innovations, out of which 14 have deployed them at scale. In many cases, these innovations have been methodological, including the following:

- Development of a cluster analysis to understand the link between masculinities and violence (project 108187);
- Testing and deploying of data collection tools, notably electronic ones (project 108198);
- Implementation of a set of research tools developed to engage the local population in social research (project 108565); and
- Design, testing and implementation of a participatory methodology for large scale discussion of public affairs involving citizens (project 107672).

Examples of other non-methodological innovations include a social cartography (project 108437), the establishment of the first public-private anti-corruption network in Bolivia (project 107995), the implementation of women-led safety audits and the formation of collectives of women at the village-level around citizenship and rights (project 108202). Proportionally, more standalone projects within the sample have tested innovations (7/9, 78%) than projects within clusters (4/6, 67%) and cohorts (9/16, 56%). The advancement of the project is a notable, though not a strong factor of innovation testing within the sample: fully closed projects were slightly more successful in this regard (5/7, 71%) than recently completed (7/11, 64%) and ongoing ones (8/13, 62%).

## Immediate Outcomes

**Finding 2:** GJ- supported projects have been successful in reaching the Program's three immediate outcomes. When communities are part of project design, projects are typically successful in raising awareness of communities' rights. GJ funded research engages in policy dialogue and decision-making processes. Innovations are generally well positioned to be used, with some variation, at local and national levels.

### *Community groups are more aware of their rights*

Within the sample of 31 projects, 19 were situated at the community level, according to their PADs. Project reporting and interviews indicate that out of these 19 projects, 14 have effectively raised communities' awareness of their rights (74%). The stakeholder survey presents similar perceptions: when isolating these 19 projects, 73% of respondents agreed or strongly agreed that their project contributed to increasing awareness among community groups and 82% agreed or strongly agreed that it contributed to making individuals better able to exercise their rights (compared to 71% and 76% for all project respondents).

Awareness raising has been the most successful immediate outcome, with the highest number of outputs. This is also due to the depth of the work that was accomplished. The level of involvement of the local population in research projects has been particularly high: various projects working with communities have adopted a participatory approach, from project design to implementation and validation. The establishment of community committees is an outstanding example of a participatory method, as it creates a strong connection between the community and the research team. These committees have been implemented in five projects (projects 107524, 108103, 108202, 108475, 108695) and have taken part in various steps of the research, notably in conducting advocacy activities in the field. Other strategies pursued

by projects working at community level to raise awareness on rights included organising film screenings, sensitising youths at school and reaching the population through community groups.

### ***GJ funded innovations are well positioned to be used***

As presented in the output “Strategies and tools developed to increase awareness on rights and access to justice”, 20 projects within the sample have tested innovations, out of which 14 have deployed them at scale, according to the GJ monitoring system. Projects of the different grouping structures have deployed their innovations in similar proportions (clusters at 50%, cohorts at 44%, standalone ones at 44%). Recently closed projects have been slightly more successful at deploying their innovations (55%) than fully closed projects (43%) and ongoing ones (38%). The difference is not significant enough to draw conclusions, other than the fact that the lower proportion of ongoing projects that have deployed innovations is in keeping with the gestation period needed for projects to fully develop and produce results.

In terms of strategies and tools’ positioning to be used, it is noteworthy that all projects must provide a detailed open access dissemination plan based on IDRC’s Open Access Policy for IDRC-Funded Project Outputs, which maximises the potential for research outputs to be used widely. This policy notably specifies that outputs should be made accessible free of charge to the end user and encourages authors to publish their work in open access journals. In addition to open access, various projects have established platforms to share their results and interact with the population in order to increase uptake, according to project documents. In total, 17 projects have undertaken dissemination of their research online, toward a wide audience, which is directly in line with the Open Access Policy. Out of these 17 projects, twelve have set up websites, four have created blogs and ten have been active on social media (Twitter, Facebook, YouTube channels, WhatsApp, etc.). Seven projects have used more than one of these methods.

### ***GJ funded research informs policy debates and practices***

This immediate outcome applied to all projects within the sample and 19 projects have actively and effectively engaged in policy dialogue and decision-making processes in areas relevant to GJ work (61%).<sup>13</sup> Out of these 19 projects, eight have provided support to the government in drafting laws and/or policies, while the remainder have for instance advised the government on their area of expertise or contributed to platforms that inform debates. Within the rest of the sample, various projects are in a good position to share their results, when these are produced, and impact policy debates and practices: indeed, as they reach maturity, projects within the sample are more successful in engaging in policy dialogue (100% of fully closed projects compared to 55% of recently completed and 46% of ongoing ones). More standalone projects (67%) and projects within clusters (67%) have actively engaged in policy dialogue proportionally than cohort projects (56%). The bulk of the policy dialogue is realised at national level, yet cohorts have a higher potential to reach beyond it and inform regional and global debates: as a synthesis lead said, “by grouping them [projects] together, we can have power in numbers and make stronger arguments to prove the point when we present data to other donors and international forums”.

Overall, survey respondents have a high perception that their project contributed to informing policy debates: 84% agreed or strongly agreed (6% disagreed or strongly disagreed). However, coordinators were not as much in agreement, as 76% agreed or strongly agreed while 18% disagreed or strongly disagreed.

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<sup>13</sup> The modification of laws, regulations, programs, or structures by GJ funded projects is discussed below, as an intermediate outcome.



The more reserved perception of coordinators could be an echo of a perception shared by several PIs who have been disseminating their findings and presenting within their networks, without knowing whether there would be real uptake of their policy recommendations among policymakers. Such knowledge is sometimes very difficult to secure, particularly as it may happen beyond the lifecycle of a project, and therefore remains untracked unless long-term monitoring processes are established for selected projects.

### 3.3 Intermediate and Development Outcomes

**Finding 3:** While GJ funded research is highly successful at the output level and quite successful at the immediate outcome level, the Program's effectiveness progressively decreases as one examines intermediate and development outcomes, where the Program seeks to have influence while having less direct control.

The GJ Program has sought two intermediate outcomes, as follows:

- Vulnerable groups, focusing on women and youth, are empowered to influence and transform cultural, economic and social norms to reduce conflict and violence
- Formal and informal institutions improve their responsiveness to urban security, injustice and violence against women and youth

It has also sought to contribute to the following two development outcomes:

- More inclusive and safe communities
- Reduced violence against women and youth in the public and private sphere

Results and progress toward intermediate outcomes are examined in detail below. Subsequently, progress toward development outcomes is discussed.

#### Intermediate Outcomes

***Vulnerable groups, focusing on women and youth, are empowered to influence and transform cultural, economic and social norms to reduce conflict and violence***

The first of two intermediate outcomes sought by the Program, the empowerment of vulnerable groups, is indicated in terms of awareness-raising among communities of their rights and then motivating subsequent actions. Overall, sampled projects are more effective at the output level (e.g. 26 projects have supported new leaders) than the immediate outcome level (14 projects have raised awareness in communities), and less so at the intermediate outcome level (eight projects have led to actions based on greater awareness). Nevertheless, actions undertaken by communities saw an increase in formal complaints (5/8 projects), resistance to ECFM (3/8 projects) and the emergence of local initiatives to defend a community's rights (1/8 projects). One of the projects led to two different types of actions. These actions, while not very frequent within the sample, are highly significant: they constitute examples of awareness raising leading to effective empowerment and represent what could be the beginning of durable, bottom-up change.

Among the 14 projects that have raised awareness, projects working on the topic of land (100%), projects working in Sub-Saharan Africa (SSA) (80%) and projects within cohorts (71%) have been most successful at enabling communities and individuals to take action. Again, among these 14 projects, ongoing and recently completed projects have been rather more successful (60% in both cases) than fully closed ones (50%). This suggests that more recent projects have been somewhat more action-oriented than earlier ones, a progression that reflects IDRC, and in particular, GJ priorities. Among the eight projects that have led to community actions, land (100%) and GBV (30%) projects have been most successful, proportionally, so are the region of Sub-Saharan Africa (33%) and projects within cohorts (31%). It is noteworthy that the topic of land seems particularly appropriate for projects at community level that rely on awareness raising in order to trigger or enable action.

***Formal and informal institutions improve their responsiveness to urban security, injustice and violence against women and youth***

This second intermediate outcome relates to the policy debates and practices influenced by GJ funded research. As with the previous intermediate outcome, sampled projects are more effective at the output level (18 projects have created knowledge, 15 have translated evidence into policy recommendations, 22 have created or strengthened networks) than at the immediate outcome level (19 projects have actively engaged in policy dialogue) and much more than at the intermediate outcome level. At this last level, five projects have effectively contributed to modifying a law or policy (5/19, 26%). These achievements are especially important given that GJ normally considers policy and legal reforms to fall outside of the grantees' sphere of control, far into their sphere of influence. In these five cases, intermediate outcomes have been successfully produced within the projects' lifetime, which is also worth highlighting. The modification of policies and laws has included:

- The promulgation of a law on corporate criminal liability for corruption offences in Argentina;
- The acceptance at state level of seven policy recommendations regarding the use of land in India;
- The integration of a gender perspective into the African Union's strategy against terrorism in the Sahel;
- The removal of the 35-day limit on filing complaints of rape in Nepal; and
- The participatory redefinition of a new, truly democratic constitution in Chile, using the project's methodologies, techniques, frameworks and dynamics.

Of the 19 projects that have actively engaged in policy dialogue, projects in clusters (50%), fully closed projects (43%) and projects working in LAC as well as Asia (40% in both cases) have been proportionally most successful at influencing laws or policies. The ratio of projects that have effectively led to changes in laws and policies (5/31 projects, 16%) is rather consistent with the ratio found by the 2015 External Review (about 4.5/23, 20%).<sup>14</sup>

Among the five projects that have led to effective modifications in policies or laws, there are no discernible trends in terms of thematic, region or grouping structure. It would tend to indicate that characteristics inherent to each individual project played a greater role in causing effectiveness at the intermediate outcome level than the different factors listed above. However, for projects that have been successful in

<sup>14</sup> Arthur, P., Paterson, A. and N. Tschirgi (2015). "External Review: Governance, Security and Justice Program", International Research Development Centre.



impacting laws and policies, wide variations are in evidence by countries within any one single multi-country project. This is particularly the case between a country where the PI is established and the other ones. It is also noteworthy that none of the projects within the evaluation sample have geared their research toward the assessment of the implementation of the laws and policies that have been modified or improved: this could be an angle of interest for future research.

## Development Outcomes

Within GJ funded research, the following trend is perceptible: as one follows project effectiveness along the Impact Pathway<sup>15</sup>, from outputs, through immediate, intermediate and development outcomes, project impact becomes more diffuse and difficult to apprehend. Projects which have been effective at the intermediate outcome level (i.e. the eight that led to actions based on greater awareness, and the five that contributed to modifying a law or policy) have a high potential to contribute to the two development outcomes.

The potential for development outcomes of the balance of sample projects is yet to be developed. As one research user explained: “It is nice to say we want actionable policies out of research, but political realities can shift or the broader landscape may not result in policy. Yet, it does not mean that the work did not have impact.” This is consistent with an opinion expressed by various stakeholders (researchers, users, POs, IDRC leadership) who believe that GJ projects are rooted in the development outcome areas and, as such, contribute in their own way to changing social norms. Some projects contribute to this goal by promoting a topic to put on the agenda, others by linking a topic to the greater theme of development, others still by increasing the visibility of certain stakeholders, such as the youth, on the development agenda. A research user summarised the Program’s (and its projects’) efforts and challenges on contributing to change over time: “[a] powerful work is done, but it is such a long process that the result of the work cannot be seen”. Considering that all projects within the sample have completion dates after January 2015, it is very likely that the gestation period needed for projects to produce development outcomes is far from finished.

It is also important to note that when the GJ Impact Pathway was conceived, projects were not expected to produce results at the intermediate or development outcome level, but rather to contribute some elements needed to bring about larger changes along the pathway. The fact that some projects within the sample have nonetheless reached such high-level results is telling of the potential of GJ-funded research to

Survey results show that respondents perceive the impacts of their projects to be different depending upon their main thematic (GBV, justice, land, safer spaces, youth).

The themes “Land”, “Justice”, “Youth” and “Safer Spaces” perceived their contribution to their own outcome area(s) as the most significant (67-70% of respondents agreed or strongly agreed), while “GBV” is the theme that assesses its contribution to its own area as lowest (53%).

“Youth” is the theme that has the highest perception of its contribution to all eight areas (average of 61% of agreement and strong agreement), whereas “GBV” has the lowest (average of 39% of agreement and strong agreement).

This perception from the “Youth” theme could be due to the Program’s emphasis on this topic, which is now included in many of GJ clusters. See Appendix V for graphs illustrating stakeholder perception of their impact.

<sup>15</sup> See the Impact Pathway in Appendix VIII .

change social norms. The production of development outcomes would be favoured by a review of the Impact Pathway that would make it a usable tool, able to frame and map the program's efforts. The review would notably address the underlying assumptions of the Impact Pathway: they are compounded along the pathway, constitute weak links and receive little attention and support within projects. Namely, the Impact Pathway assumes that once awareness raising is accomplished with community members, they will use this information to advocate for changes in policy and practice. It further assumes that changes in policy and practice will be adopted *and* implemented, leading to more inclusive and safe communities, with reduced violence. Secondly, the production of outcomes would be better documented and understood if a tracking system were implemented to follow projects beyond their lifecycle, as discussed in the section on M&E.

In conclusion, GJ funded research seems well positioned to have an impact, and has even produced important outcomes in some cases, but the conversion of this potential into actual impact would be higher if the program was more intentional with its Impact Pathway and with the support it provides, particularly to high-priority projects. We will return to this idea in our recommendations.

### 3.4 Factors of Program Effectiveness

**Finding 4:** The capacity of PIs to identify and build alignment with relevant stakeholders is a key factor of effectiveness, as is the adoption of a participatory approach with these stakeholders. The PIs' capacity to take advantage of opportunities for change in policy and practice is another factor of effectiveness. Finally, modalities of GJ grants constitute yet another key factor

#### Alignment with Relevant Stakeholders

The effectiveness of sampled projects is closely tied to the PIs identifying and building alignment with research participant organisations and users. Through stakeholder mappings, particularly but not exclusively at cohort inception workshops, PIs defined the landscape of relevant stakeholders and began building alignment with them based on a confluence of interests. As one researcher explained:

In the other country, where we do not have an office, we collaborate with an institution that is interested in our research: they have helped us with many administrative requirements, such as obtaining ethical approval for conducting research with the communities. This collaboration has been key for our research.

In addition, effectiveness is optimal when PIs select collaborating organisations and users working at the same level of debates, or when they align their research to the level of debates at which relevant stakeholders are active. A PI expressed the following on the matter: "Our project on ECFM has a regional scope and it is very strategic for us to work with a regional women's rights organisation that is present in both countries included in our research."

## Participatory Approach

The adoption of a participatory approach with relevant stakeholders (communities, research participant organisations, users) from the very beginning of projects is a crucial factor of effectiveness, as the 2015 External Review also pointed out and discussed throughout the current report. Such an approach allows stakeholders to shape the research, which increases their interest and perception of ownership. The head of a research participant organisation illustrated this point as follows:

This was not a pre-defined project where we just came and did investigations, we were actually involved in conceiving the project, it was very participatory. We tried to make the research better. This study will provide us just the data we have been needing for our advocacy.

Projects within the sample that have been implemented by grantees with prior relationship with IDRC have produced immediate outcomes in 81% of cases (17/21 projects) and intermediate outcomes in 33% (7/21 projects). However, projects without prior relationship with IDRC have been proportionately more effective: 90% of them have produced immediate outcomes (9/10 projects) and 50% of them, intermediate outcomes (5/10 projects).

This suggests that while the development of a relationship with grantees is a factor of effectiveness, it is minor compared to the right selection of grantees. GJ could seize the opportunity to reconsider current relationships with underperforming organisations, and to develop new relationships.

The participation of relevant stakeholders also increases the quality of the data, due to their involvement in the community and knowledge of the context, as well as the potential for uptake of results. As a PI said, “[w]e identified a strong partner organisation and thanks to its reputation, we were able to reach the communities, which showed interest in the research. [The partner organisation] then took the data to inform its own programming and implemented it.” On the contrary, projects that have sought to reach out to users after producing results have struggled to engage with them and create interest in their research.

## Opportunities for Change in Policy and Practice

Certain sampled projects have been particularly effective in informing policy debates and practice because their PIs have been able to take advantage of opportunities for change. These projects produced outputs that were aligned with current debates in terms of topic, angle and level of analysis. For instance, one project created contact with a high level, regional user by leveraging the PI’s networks, contact which provided the research team with precious information as to the type and level of evidence-based analytical support that would be useful to the user. In addition to leveraging personal networks, taking advantage of opportunities for policy influence and optimising the relevance of research to policy actors are factors that the 2015 External Review also identified.

Most importantly, projects that have been highly successful in contributing to agenda setting or in feeding into debates have produced results with the right timing. The importance of timeliness is illustrated through the following excerpts from project documents of two projects, both clustered, one in Asia and the other in LAC. With respect to the first:

The second project produced outputs which came at the right time “to enlighten one of the most important current debates in the Chilean democracy: the role of the private sector in fighting corruption. We met with businessmen, members of the civil society and public officials at a high-level meeting and contributed to

the public debate around the implementation of a law that, although in force since 2011, has not had much enforcement so far.” Timing is critical, but again, change is not necessarily measurable within project timeframes.



*[t]he upheavals in India following the “Delhi gang rape” marked a moment in time where it became imperative for the project to make an important and timely contribution, in the shape of a document that contains important legal debates, laws and feminist interventions in the process.*

*And, as a result :*

*[c]oming at the time that it did, the project has significantly contributed to the debate on sexual violence and impunity in South Asia; it has had a significant presence in lobbying and advocacy work related to sexual violence in South Asia.*

*- Technical and completion reports*



## Modalities and Flexibility of GJ Grants

The different characteristics and modalities of the GJ Program have had a favourable impact on its effectiveness. Key among these has been the Program’s flexibility, which has allowed PIs to adapt project design and budget in response to changing internal and/or external circumstances. Certain projects have been modified, following agreement between the PI and the PO, due to grantee staff turnover, political turmoil or new information on findings (promising ones or dead ends). Such project modifications ranged from the redefinition of objectives to the reallocation of resources, and included extensions and additional funds, always with the end goal of increased effectiveness. A PI on a community-focused project explained the merits of flexibility as follows:

We responded to community needs by changing the focus of the work from law to norms and customs, and the [research] outcomes immediately revolved around these topics. There was a flexibility from IDRC as it was not bound by design, we were worried when we shifted the design of the program. It is always tricky to approach a donor and say it is not working out.

Another element that contributed to project (and thus Program) effectiveness has been the size and duration of funding. Evidence from the project documents and stakeholder interviews suggests that sampled projects have been funded enough and long enough to produce their planned outputs. Of sampled projects, 14 were extended, without additional funding in 11 cases. In most cases, with eight projects, extensions were requested for circumstances outside of the research team’s control. This speaks again to the flexibility of the Program. In three cases, projects were extended to benefit from momentum acquired and thus deepen their impact, particularly at the levels of intermediate and development outcomes. Yet, while funding and duration are sufficient to produce outputs, they might not suffice in reaching targets at higher levels. As a PI explained, “IDRC is putting a lot of emphasis on linking research and action but there is insufficient budget to ensure that latter. The outputs will be achieved, no problem, but there is an issue with carrying the results beyond that.” This is a point reiterated through this evaluation.

### 3.5 Strategic Outcomes

**Finding 5:** Overall, there has been moderate-level alignment between the GJ Program and the strategic priorities of IDRC, with respect to building leaders, scaling impact, and enabling partnerships. Strategically, the GJ Program has made important contributions to leadership building. It has faced a program design challenge in scaling impact. While the Program has had little success in securing co-funding partnerships, a significant number of its projects have received modest parallel funding.

#### Building Leaders

**Finding 6:** Undertaking important and innovative research, GJ has positioned itself to build predominantly individual but also some organisational leadership among grantees. Cohorts, and the clustering of projects, have been beneficial factors in producing such results, particularly for youth and women, and for organisations.

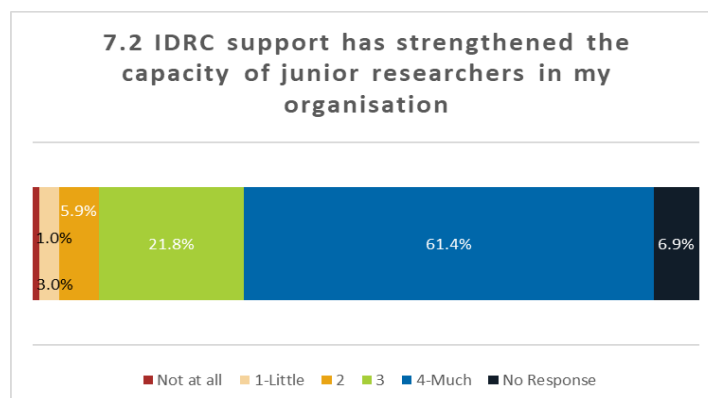
Through the current strategy period, IDRC was slow in providing clarity on, and socialising the meaning of ‘leadership’ (at the corporate level), despite the early work of the Building Leaders Working Group. Without such collective conceptual understanding, it was also not clear what it means to produce leadership results programmatically. GJ Program staff were unanimous in pointing out the challenges this raised for them, namely in POs deciding where and how to focus their leadership-building efforts, with relatively little structured coherence and intentionality. As expressed by one IDRC PO, “[t]here is no IDRC definition of leader, so it is hard to work to building leaders in a way that aligns with IDRC.”

Nevertheless, the GJ Program has produced leadership results at both individual and to a lesser extent organisational level, in ways that have been tailored to the expressed needs of grantees. POs have been central interlocutors with grantees in this respect. While most leadership building is in evidence at the individual level, the production of additional organisational leadership results was enabled by the cohort model.

#### Individual Leadership

GJ’s work has prioritised building individual leaders, in the design of projects themselves, with moderate-to-high success. GJ supported projects have created innumerable opportunities for young *researchers* to develop their experience, notably through mentoring and capacity building, with very high success rates overall (see survey results in Appendix V ).

#### Exhibit 3.2 Capacity Building of Junior Researchers



Such success is evident in all regions, but particularly so in LAC (e.g. Economic Opportunities & Violence in LAC) and SSA (e.g. Youth Africa 2016). Also, there is significant leadership building among *community members* designed into projects, with significant evidence in South Asia and Colombia (e.g. ECFM). As one grantee from South Asia stated, “the grant provided an opportunity for our mid-level and junior (women) researchers to learn how to report, to present at conferences, and to gain confidence in their skills”.

### Leading Organisations

The GJ Program maintains an unwritten but widely held commitment to working with established and emergent organisations, though it has tended to quite strongly favour the former. Indeed, of 28 grantee organisations in our sample, only 3 could be considered new or emergent, while the rest are established or well established. Overall, leadership building of all organisations has been moderate and variable, particularly when compared with building individual leaders. GJ support was designed to build research and uptake capacity of organisations, and such strengthening is moderate.

The GJ Program investment in young people and women in recent years is producing notable dividends, across the board but especially in cohorts (and in some clusters) of projects. The following are illustrative of this point:

- \* 107043 (Cluster/Safer Spaces – Gottsbacher): The partner organisation mapped youth capacities in El Salvador, Honduras and the Dominican Republic, identifying promising practitioners and the providing leadership capacity development.
- \* 107134 (Cluster/GBV – Singh): According to the PCR, “A community of young researchers was mentored and guided by some of the finest intellectuals in the region. This was particularly significant given the deterioration in the academia during the conflict and post-conflict years in some countries, especially Nepal and Sri Lanka.”
- \* 108482 (Youth Africa 2016 – Mutisi): According to a group interview with researchers, the research project made a significant contribution to youth leadership in Kenya and Tanzania, including training, mentorship, and academic work on violent extremism.
- \* 108532 (ECFM – Thioune): According to women researcher interviewees, GJ support has been very significant in contributing to building leaders among women. Specifically, it enabled them to undertake fieldwork, which is hard to finance at African universities and typically under-resourced overall.

Most notably, the GJ Program has played a valuable role in supporting the networking of organisations, research organisation partnership development, increasing organisational reputation, and generally organisations’ capacity and ability to engage with other organisations in highly relevant ways. This is particularly the case with other research organisations and civil society organisations, and to a somewhat lesser extent with higher/global level users. Of interest, the GJ Program supported all three 3 emergent organisations in successfully developing their presence, exposure to others, and in making reputational gains, as with the Just Jobs Network (JJN), Center for Human Rights and Policy Studies (CHRIPS) and Réseau Africain pour le Développement Intégré/African Network for Integrated Development (RADI).

Multi-country projects, as well as those in clustered and in cohorts, have been particularly valuable for building leadership in organisations, benefitting organisations in countries with relatively limited capacities (e.g. organisations in Senegal working with those in Niger, Burkina Faso, etc.), and of value to regions that have fewer global donors (e.g. Francophone Africa). The role of POs is widely recognised as an important factor in organisation building.



Where the GJ program has been less strategic and effective is in supporting organisations to develop resource mobilisation strategies. While this was not an explicit objective of the Program, it maintains an overall ambition of promoting the sustainability of grantees. Throughout this evaluation, grantees themselves have widely pointed that the provision of greater resource mobilisation support would serve this purpose.

### *Building Leading Organisations: Evidence from Projects*

The following projects have made particular strides in contributing to building leading organisations:

- \* 107445 (Standalone/Safer Spaces – Mutisi): According to a Technical Report, “[o]verall, the project has so far helped to build the research capacity of CHRIPS by broadening CHRIPS partnerships with new research actors.”
- \* 108477 (Youth Africa 2016 – Thioune): According to the research team, IDRC helped build the leadership of Francophone organisations in West Africa, including through M&E and communications training, event participation support, research-based networking with national authorities and CSOs, which also amplified their reach and reputation.
- \* 108093 (Economic Opportunities and Violence LAC – Ceballos): Project teams are benefitting from increased technical research capacity building, as well as regional visibility and credibility through this project. FLACSO and FUSALMO have both exhibited increased leadership, in part through contributions from this project.

## Scaling Impact

**Finding 7:** IDRC’s GJ Program has created programmatic practices, methodologies and mechanisms to promote the scaling of impact, with moderate progress in evidence and likely to expand. Expectations associated with scaling-up of research are unclear, and thus resources (time, human, financial) have not been adequately allocated for doing so. Nonetheless, participatory project designs and the high-level of strategic engagement of POs have been key factors in scaling up success, which has itself increased significantly since 2015.

The GJ Program is more about supporting quality research than enabling scaled-up implementation of projects, bearing in mind that enabling such scaling is an IDRC strategic priority. Expectations derived from this strategic priority have not been clear to POs and grantees alike. Concomitantly, resources allocated for scaling-up purposes have not been commensurate in their provision and allocation. PIs and researchers widely share the belief that the average length of projects, some 36 months, is insufficient for meaningful scale-up to be realised. There is also some concern among grantees that institutional capacity support offered by IDRC, including strategic resource mobilisation, has not been adequate for ensuring continued scaling up efforts beyond the life of funded projects. Also, the 5-year strategic cycle at IDRC is somewhat limiting to the development of innovative and sustained scaling up efforts and support, a fact that may change as IDRC reconsiders this in favour of a long, perhaps 10-year cycle.

Despite this lack of strategic and programmatic guidance and coherence, scaling up success has itself been on the incline since 2015. GJ support is perceived by the broad range of stakeholders consulted for this assessment as having made a high contribution to scaling up the impact of research, notably in terms of

*policy change* (e.g. laws being passed in India). According to survey results, GJ support has been particularly effective in *enabling thought and discursive leadership*. (See Appendix V for additional data).

For standalone, clustered and cohort-based projects, the clearest factor in the likelihood of a project's results going to scale is in the very design of projects, notably with respect to the relevance of, and the quality of engagement with participating non-research specific organisations. For example, in the case of project 108483 (Youth Africa 2016 cohort) entitled *Inclusive Mechanisms of Governance and Justice Targeting Youth to Counter Violent Extremism in the IGAD Region*, the research has fed into the Tanzanian government composition of the National Strategy to Counter Violent Terrorism. According to researchers, "UNDP is also partnering with the government in implementing what our research is proposing." Those projects with external participants, involved in civil society organisations, governments, multilateral organisations, etc. tended to be both more likely to scale up (or scale deep) their work and to do so more effectively. Further, the role POs have played in requiring and enabling such project-level partnerships has been a factor of both the relevance of research projects and their effectiveness.

### **Scaling Impact – Approaches**

The evaluation team has identified three main GJ Program approaches to scaling, referred to as 'classic uptake', 'scaling up' and 'scaling deep'.<sup>16</sup> While all three are in evidence, the Program has appropriately been shifting its efforts away from the first and toward the latter two, which are more participatory in methodological terms.

#### **Classic Uptake**

Focus on discursive development, awareness raising, policy dialogue, aimed at informing policy processes, aspiration to affect practice, less participatory, strategic and multidimensional than scaling up/deep.

#### **Scaling Up**

Efforts to scale on national and regional levels, with an international component. Strong PO engagement in network building and engagement. Aggressive positioning through events, meetings, conferences, etc. as well as publication. Diversely participatory.

#### **Scaling Deep**

Efforts to scale on local and national levels with diversity of specific 'user' stakeholders and institutions involved in projects. Strong PO engagement in network building and engagement. Aggressive positioning through events, meetings, conferences, etc. as well as publication. Highly participatory.

<sup>16</sup> An insightful discussion on scaling may be found in: Moore, M.-L. and D.J. Riddell (2015). "Scaling out, Scaling up, Scaling deep: Advancing systemic social innovation and the learning processes to support it", J.W. McConnell Family Foundation and Tamarack Institute.



## Enabling Partnership

**Finding 8:** In the most recent Program cycle, GJ has made very few advances in enabling partnerships in the form of co-funded programs. However, good and promising progress has been made by 39% of sampled projects in securing modest parallel funding. Further, project-based non-financial partnerships have served to extend the reach, engagement and reputation of the GJ Program and IDRC more broadly.

IDRC principally uses the term ‘partnerships’ to specifically describe funding partnerships, where it has relationships with other donor and financing organisations in support of its programmatic work. Overall, the GJ program has had moderate success in building partnerships, but only with respect to two programs that are outside the scope of this evaluation: the SAIC Program (with DfID); and the K4DM (with GAC) Program. Besides these two programs, the GJ Program as a whole has had no success in developing new co-funding partnerships, which remains a concern to IDRC’s leadership, given that partnership development is a strategic IDRC priority.

Four main reasons help explain this lack of co-funding success. To begin with, securing co-funding is challenging overall. According to an IE report, “developing external partnerships” has been one of “two significant challenges” for the Program Area and the GJ Program more specifically, given also the time-consuming nature of partnership development. Next, the cohort-based approach of the GJ Program has been perceived by IDRC leadership as “experimental”, with “no clear model”. Also, external donor interest in GJ themes and approaches, including work undertaken in more fragile and risky environments, has been underestimated by IDRC leadership. There is a major push globally for increased Research for Development (R4D) and broader sustainable development interventions in such fragile and post-conflict contexts. Thus, these last factors have been hindering factors for IDRC leadership’s championing of the Program. Finally, the Program leadership has found it difficult to identify the right partners willing to engage with its experimental approach (with a diversity of clusters, cohorts and standalone projects) and then to capitalise on opportunities as they have emerged.

At corporate level, co-funding is reasonably considered to be of greater strategic and programmatic value than parallel funding. However, a broad range of IDRC Program, Program Area and institutional actors have indicated a desire to see IDRC reconsider this position. While co-funding usually brings major financial resources from one or a small pool of partners into programs, parallel funding diversifies (and begins to transform) the partnership ecosystem. With modest sums, this does not appear to have major transformative value. With greater resources and diversified partnerships, the transformative potential likewise grows, particularly in terms of shifting the donor-grantee hierarchy that has been a source of development concern for many decades.<sup>17</sup> GJ has been particularly mindful about resisting the production of such hierarchies.

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<sup>17</sup> For a discussion on the challenges of research partnership, see: <https://rethinkingresearchcollaborative.com/2018/10/08/rethinking-collaboration-for-global-challenge-research-means-rethinking-research-systems-as-well-as-partnerships/> Accessed 20 March 2019. Guidance for undertaking fair and equitable research partnerships is available at: <https://rethinkingresearchcollaborative.com/the-principles/> Accessed 20 March 2019. Relatedly, IDRC has been recognised as a partner of choice, notably in building

Examining GJ's success with parallel funding, 22 of 31 sampled projects planned or pursued parallel funding, with 12 succeeding. Such success has, for the most part, seen modest external financial contributions secured. Standalone, clustered or cohort-based projects all appear to similarly succeed in securing parallel funding. One of the interesting parallel funding partnerships has been with the Carlos Slim Foundation, which has focused on researching the countering of violence among youth through the creation of work and study opportunities.<sup>18</sup> The Foundation's participation has allowed for the mobilisation of young people in Guatemala, Honduras, El Salvador and Mexico through innovative technological means.

Equally importantly, projects have contributed, if modestly, to building wider strategic relationships (i.e. non-financial 'partnerships') that extend the reach, engagement and reputation of GJ and IDRC as a whole, including with DFAIT/GAC, German Agency for International Cooperation (GIZ), UNEP, UNDP, UN-Habitat, World Bank, Organization of American States (OAS), IDB and a range of regional organisations and others. The GJ Program has also pursued and built technical partnerships with a variety of major organisations, including UNDP Regional Services Centre for Africa, UN Peacebuilding Support Office and the UN-IDRC Launch of the Global Study on Youth, Peace and Security. Overall, such partnerships are nascent, on the premise they will increasingly serve to put GJ (and IDRC more widely) at the table where global and regional issues are deliberated and decisions are taken.

## GJ Program and Corporate Communications

**Finding 9: Communication potential at corporate level has been under-exploited due to the limited contact and strategic alignment between GJ POs and IDRC Communications Division. Communication efforts have been hampered by the variable, and overall low, understanding of opportunities and constraints on both ends, leading to ad hoc communication initiatives.**

Corporate communications at IDRC are intended to showcase IDRC support for research and resulting findings and outcomes to Canadian and global audiences including the Canadian government, international donor organisations and developing country policymakers. This is done particularly through digital media, as stories and perspective articles are published on IDRC's website and publicised on social media. Despite this offering, GJ's communication potential remains under-exploited. As one well-positioned key stakeholder at IDRC observed, "there is still more capacity for [GJ] to more readily show what they are doing". The utilisation of GJ's page is illustrative. A report on the Communications Division activities related to GJ<sup>19</sup> explains:

Created on June 15, 2018, the hub page replaced a program web page. The previous program web page featured text presenting the program but had no links to related news, stories, opinion articles and other content. The new GJ hub page has had 383 page views in Q3 2018, which ranks it at number seven in the list of nine program hub pages. Although some of the

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partnerships among equals with grantees. For a discussion on this matter, see: <https://www.ukcdr.org.uk/wp-content/uploads/2017/11/Building-Partnerships-of-Equals-REPORT-2.pdf> Accessed 20 March 2019.

<sup>18</sup> <https://www.idrc.ca/en/article/idrc-carlos-slim-foundation-team-reduce-youth-violence> Accessed 19 March 2019.

<sup>19</sup> IDRC. (2019). Communications Division activities related to Governance and Justice, p.1

web stories are attracting readers, several of the articles are old, dating back to 2016 or earlier, and there are no GJ-related news items.

This underutilisation of communication opportunities stems primarily from the limited contacts between POs and the Communications Division. They rarely interact and do so in circumstances that are not conducive to the creation and deployment of a concerted strategy. For instance, the two teams interact in trimestral IE-wide meetings in which only Program Leaders (PLs) and Program Management Officers (PMOs) participate<sup>20</sup>, as well as in annual breakaway team meetings, but have yet to develop a strong corporate communications strategy for the Program. One IDRC staff person said, “[GJ POs] are grappling to find ways to communicate their [project] results, without discussing corporate level communications”.

Related to the limited contacts between the POs and the Communications Division, stakeholder interviews also reveal an overall low understanding of opportunities and constraints in terms of communication on both ends. Both teams are little informed of each other’s priorities and preferred formats, key requirements and deadlines, and even less on the causes of such preferences. The working relationship between them is not conducive to effective communications, having resulted in wasted time and effort, and concomitantly, missed opportunities. With little strategic collaboration between POs and the Communications Division, communication initiatives have been developed on a rather ad hoc basis. While GJ has developed its own Communication Strategy in 2016<sup>21</sup>, the document does not seem to have become a reference among GJ POs. It mainly stipulates that POs should take the lead in producing the different outputs (brown bags and events, impact stories, website and social media posts, etc.): as a result, communications rely on the efforts of individual POs.

As one IDRC staff person explained, “[i]t really tends to come down to individuals [...] If a PO values corporate level communications more, they push for it, and you will find more of their work on the website.” A PO confirmed: “there is no feed-up mechanisms for communications findings to be passed up, the collaboration [between POs and the Communications Division] could be more effective if we knew when the Communications Division is supposed to get involved in the conversation and help”.

“

*The Corporate communications are good for high level, but for communications at the program level, or cohort level, we don’t have anything. We don’t have much room in our program to have help with it.*

- PO

”

“

*GJ needs to frame the issues they are working on to really speak to, and connect with, their external audiences, to tell them what they are working on. GJ’s work needs to be framed so that their added value is really made clear.*

- High-level IDRC staff member

”

<sup>20</sup> PO-Knowledge Transfer (PO-KT) also participate in these meetings, for programs that have this position. However, regular POs do not. These trimestral meetings were held for a year, then left aside, and recently resumed.

<sup>21</sup> IDRC. (October 2016). GJ Communication Strategy v.31.

Efforts have been made lately to increase the contacts and assuage the relationship between the teams, as plans are developed to produce more communications products. However, IDRC-wide challenges remain, as the priority of the Communications Division remains corporate communications over providing support to programs. The systematic integration of PO-Knowledge Transfer (PO-KT) staff in IDRC programs, as opposed to sporadically, could be a way to create a bridge between the two teams as well as to ensure that the chasing and updating of content are conducted in a thorough, constant and uniform manner. Greater communicative clarity and a strategic approach to corporate communications as related to the GJ Program, and in effect to all programs, is warranted.

## 4 Relevance

### 4.1 Introduction

This chapter evaluates the relevance of the GJ Program in several ways. It assesses the relevance of outputs to specific contexts and priorities and to stakeholders and agendas. It also provides reflection on factors of relevance, with particular attention to the cohort model pursued by the Program.

### 4.2 Contexts and Priorities

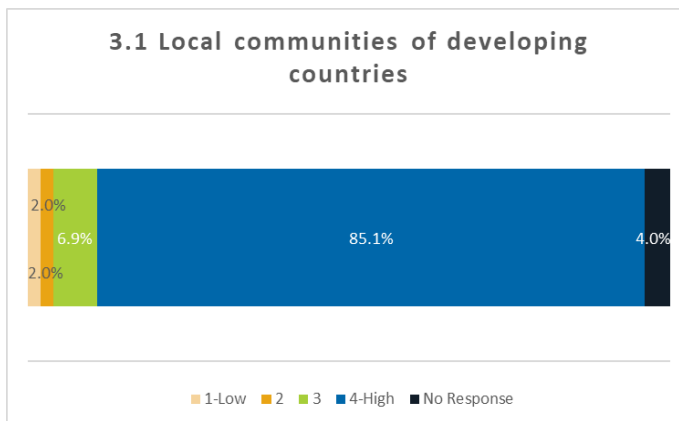
**Finding 10:** The collective outputs of projects within the GJ program are together highly aligned to local and national contexts, and less so with respect to regional and global priorities, for the time being.

Across the board, GJ Program themes and outputs are highly aligned with community, local and national priorities and contexts. GJ program themes and outputs become proportionately less targeted to contexts and priorities as one extends from local and national, through regional and then to global levels. GJ research and outputs are mostly seeking to target and solve issues of direct relevance to community, local and national stakeholders. In other words, across the Program, research goals and objectives are predominantly rooted in filling community, local or national research gaps.

The data is compelling in this respect. 25 of 31 sampled projects were of direct relevance to communities and/or directly involved community members in the research. Of all survey responses related to the relevance of *themes*, researchers overwhelmingly situated the relevance of their work to “local communities of developing countries”, with 85% scoring this as ‘High’, higher than for any other category of stakeholder.

Similarly, 24 of 31 sampled projects were of direct relevance to local authorities and/or involved them in their research, including local councils, city officials, police forces, and others. Also, 27 of 31 projects were of direct relevance to national level actors and/or involved them in their research, including national policymakers, national level organisations of different kinds, national private sector actors, academics situating their research at national level, and others. This is similarly supported by survey results. The relevance of GJ-supported work to policymakers at both the subnational and national levels scored moderate-high, at 73% and 76% respectively. Research themes were deemed similarly relevant to the academic community (73%), national Non-Governmental Organisation (NGOs) (74%) and Community Based Organisation (CBOs) (73%).

**Exhibit 4.1** *Relevance to Local Communities of Developing Countries*



In contrast, only 13 of 31 sampled projects were of direct relevance to regional actors, addressed issues from a regional perspective and/or sought to impact regional level processes, overall situating their research themes, practices and outputs at regional level. Finally, only 6 of 31 sampled projects were situated at global-level relevance. Similarly, based on survey results, research themes were of less importance to International Non-Governmental Organisations (INGOS) (58%), policymakers at regional level (51%) and at global (39%), the private sector (29% both at national level and for multinationals), and the residents/citizens of Canada (23%).

However, as discussed below, the research supported by the GJ Program can be expected to become increasingly relevant at regional and global levels, as the full cohorts begin to mature, particularly in terms of their synthesis work. It also bears reiterating that research relevance at regional and global levels is important in terms of shaping and producing discourses that themselves also have relevance throughout regions and at national levels. As one IDRC stakeholder explained, in his experience, engaging at regional level through R4D projects can create important space for research to be undertaken and conclusions to be drawn that are difficult to produce in fragile, post conflict and/or politically charged national environments.

## 4.3 Stakeholders and Agendas

**Finding 11:** The GJ Program is clearly, and appropriately, supporting research that is positioned at the intersection of theory and practice, research and uptake.

On balance, standalone project themes and outputs are more geared to the academic community than cohort-based projects. Given cohorts are a relatively new development of the GJ Program, this reflects a programmatic reorientation of the Program underway, advancing the cohort as a means through which to favour positioning for use, uptake and scaling. At the same time, a slight trend is in evidence of cohort-based project themes as being equivalent or higher in relevance than standalone project themes to local communities, national level policymakers, national NGOs, CBOs and the private sector. Also, cohort-based outputs are generally of higher relevance to civil society organisations, including CBOs and NGOs, followed by policymakers than academics. GJ-supported projects are generally undertaking societally anchored research.



While the research is societally anchored, moderate alignment with the SDGs is in evidence. GJ Program-supported research covers a variety of SDGs, including (but not limited to): SDG1: No Poverty; SDG2: Zero Hunger; SDG3: Good Health and Well-Being; SDG4: Quality Education; SDG5: Gender Equality; SDG6: Clean Water and Sanitation; SDG8: Decent Work and Economic Growth; SDG10: Reduced Inequalities; SDG11: Sustainable Cities and Communities; SDG16: Peace, Justice and Strong Institutions; and SDG17: Partnerships for the Goals. A notably higher proportion of projects are in alignment with SDG1, SDG2, SDG5, SDG10, SDG11, SDG16 and SDG17, according to survey responses and key informant interviews.

However, such alignment is rarely made by PIs at the conceptual stage of projects; there is little mention of SDGs in proposals (only in one case among sampled projects) and almost no intentional use of SDG indicators by GJ-supported projects. The clearest pathway of projects being made to align with the SDGs is in the reporting of POs, who themselves tend to make these linkages or else by PIs also in their reporting. There is little active GJ steering of researchers toward the SDGs (as done in some countries like Spain) for the research to more intentionally focus on the SDGs.<sup>22</sup>

## 4.4 Advancing Relevance

**Finding 12:** The relevance of project themes and outputs advanced differently at each of the levels, and also for different types of projects. Key factors and practices of alignment include project design, the role of POs, and the coordination and synthesis of cohorts. Greater alignment with regional and global priorities is likely with cohort-based projects, a progression in line with IDRC's priorities.

GJ projects that are primarily community, locally and/or nationally focused have tended to align themselves, often quite explicitly, with national priorities and strategies (e.g. aligning with the Plan Senegal Emergent), and/or involve civil society and state actors in action-research (e.g. including community members in local ECFM research in Pakistan). Men and women survey respondents were united in highlighting the value of the program's involvement of local community members in the research, either as participants or as the focus of development research, as reflective of project design. Alignment with regional and global priorities is advanced in a number of different ways, including supporting regional organisations (e.g. East Africa Resilience Innovation Hub), multi-country or regional standalone (or standalone-clustered) projects, and also in building cohorts. Given the investment underway in developing and advancing cohorts, a deeper examination is merited.

The cohort model has, as one of its key objectives and practices the triangulation and then positioning of research results to regional and global stakeholders, structuring debates and discourse, and informing policy and practice at multiple levels. Methodologically, this is sometimes pursued through the involvement of a small number of regional and global actors in research practises. POs have tended to play a very

<sup>22</sup> The following document has also been consulted for this assessment, notably p.66: [https://sustainabledevelopment.un.org/content/documents/210732018\\_VNRs\\_Synthesis\\_compilation\\_11118\\_FS\\_B\\_B\\_Format\\_FINAL\\_cover.pdf](https://sustainabledevelopment.un.org/content/documents/210732018_VNRs_Synthesis_compilation_11118_FS_B_B_Format_FINAL_cover.pdf) Accessed 19 March 2019.



significant role in informing research methodologies, in networking and outreach, and to a certain extent in coordination and synthesis work. This is also undertaken by making research results visible in strategic platforms, locations and events, where they exist.

The cohort has the potential to transform national projects into regional or even global projects. It adds regional relevance, experience-sharing across different countries and regions, with solutions developed of relevance to different actors in more than one country. Yet, perhaps most importantly from a program-level perspective, the synthesis work of cohorts remains nascent, such that research results from cohorts have only started to find their way into such potentially influential locations, particularly at global level. This stems from the fact that cohorts are only starting to move to the stage of synthesis and scale up. The synthesis coordinators have yet to fully play the very critical role of bringing together project-level research into cohort-level findings. Their role as coordinators is also underdeveloped, though they have a critical responsibility in cultivating the cohort-level *imaginaire* or idea, the self-awareness among cohort members that they belong to a cohort through their research projects.

It must become yet more clear to cohort participants that the full relevance of their work is derived in no insignificant measure from the collective work of the cohort as constituted by the projects, with the coordinator building the collectivity of the group and the synthesis lead ensuring the aggregation of the substantive material (including into research *products*). Having made good progress to date, the cohort model remains underdeveloped, though nascent and potent. Until then, as one PO emphatically stated, “[t]he final link with the global agenda is still a challenge.”

## 4.5 Programming Themes

**Finding 13:** GJ programming themes have in many ways evolved appropriately since the 2010-2014 programmatic cycle, staying notably abreast of evolving discourse in the field. However, multiple users have been critical of GJ’s changing priorities in relatively short periods of time. Given the GJ Program’s intent on promoting both innovative research and scaling, its available resources for doing so, and its aspirations to enable partnerships, GJ programming themes were not consistently appropriate in their framing to balance all of these priorities.

In 2015, the GSJ Program became the GJ Program. Its programming themes adapted as well, keeping with the evolving discourse in the field. In some cases, GJ themes also built well on earlier GSJ themes, as in: ‘Access to justice’ research carrying on dimensions of state authority research; ‘Safer spaces’ research carrying on public security research. However, multiple users have clearly stated that IDRC’s changing priorities in relatively short periods of time negatively affected development agendas, expecting results and impacts in narrow programming cycles. They have called for greater balance between consistency, depth and innovation. In any case, future themes are being informed through data collection and analysis conducted for the current evaluation, which is a credit to the elicitive nature of the GJ Program and its evolution. (See Appendix VI for a list of elicited themes, research topics and platforms).

GJ programming themes have been diverse in their framing. Some have been general enough to appeal to a wide audience and serve multiple purposes, as in the case of ‘Access to justice’. Others have been relatively narrow, speaking more specifically to researchers, as with ‘Youth experiences with violence, inequality and vulnerability’. This has had the multifaceted effect of attracting researchers with a specialised



knowledge and interest in particular thematic areas, while excluding others who were interested but found it challenging to fit into specific thematic framings and related requirements. As noted earlier in this report, Program themes were such that Senior Management at IDRC found it challenging to get fully behind the Program.

Some GJ themes are universally considered highly relevant to the Program, while others are narrower in their perceived value.

- ‘Access to justice’ and ‘Reduction of GBV’ have been considered by PIs and researchers alike, both men and women, as the most relevant thematic areas of the GJ Program.
- There is widespread interest in continuing the youth work of the program, though perhaps with a reformulated thematic moniker, and in a yet more strategic and coherent manner.
- The programming theme named ‘Creation of safer spaces, free from violence and injustice’ scored of highest importance to men (also in LAC), which suggests the importance of gender as a cross-cutting matter to this theme.
- Of lowest perceived relevance overall, ‘Land rights and governance’ also scored of highest importance to women PIs and researchers in SSA, where gendered land management systems merit focused examination.

In other words, some programming themes were highly relevant to all categories of stakeholders, in all regions. Others may be considered more niche, and have been of more specific value in certain contexts to advance clearly defined priorities. Looking forward, it is clear that GJ stakeholders, including POs, PIs and researchers are interested in increasingly pursuing more integrated themes.

- Key integrated thematic areas that have been identified through this study as priorities for the future, specifically extending current themes include: Justice and Social Protection; Gender and Social Norms; Youth Economic Opportunities and Violence Prevention (with a focus on countering radicalisation, thus continuing the current research agenda); Hybridity, Security and Space; and Land Rights and Natural Resources (with a particular focus on SSA).
- Key integrated thematic areas that have been identified through this study as priorities for the future, that are different than those of the current period include: Migration (e.g. information settlements, violent extremism, etc.); Environment, Climate Change and Violence (e.g. focusing on vulnerability and resilience); Media and Technology (e.g. safer digital spaces); Health (e.g. sexual health and reproductive rights).

Finally, there is widespread interest in the GJ Program undertaking yet more research “on and in fragile contexts”. (For a list of yet more specific themes, see Appendix VI).

## 4.6 Strategic Niche

**Finding 14:** The GJ Program's strategic niche at IDRC, and within the wider global R4D landscape, is in contributing to building a development research ecosystem in fragile, post-conflict and/or challenging contexts, as well as on issues of direct relevance to people and communities in such contexts. This is pursued particularly through multi-stakeholder and participatory methods.

The GJ Program provides support to researchers whose interests and focus are on issues of concern to people and communities in fragile, post-conflict and/or challenging environments. These researchers are generally either based in such contexts around the world or else working as part of teams that include researchers based there (e.g. as on a project with researchers from Colombia, Mali and elsewhere). In doing so, the Program makes an important contribution to building and supporting a networked community of researchers in, and working on such environments.

Based on the projects sampled, the GJ Program supported research in 53 countries between 2012 and 2018. Of those 53 countries, 8 (15.1%) are among the 20 g7+ countries that are or have been affected by conflict and are now in transition.<sup>23</sup> Data analysed by the evaluation team suggests that the GJ Program has slightly decreased its support to fragile countries since 2015. Indeed, as demonstrated in the table below, of the projects approved between 2012 and 2014, 15% (n=4) supported research in a total of six fragile countries.<sup>24</sup> By way of comparison, 9% (n=6) of the projects approved between 2015 and 2018 supported research in five fragile countries.<sup>25</sup> Three of those countries benefitted from GJ support in both implementation cycles. Greater strategic reflection and planning are warranted to further consolidate this GJ Program niche.

**Exhibit 4.2** *Evolution of the GJ Portfolio in Fragile Countries*

FRAGILE COUNTRY	2012-2018		2012-2014		2015-2018	
	# OF PROJECTS	% OF PROJECTS	# OF PROJECTS	% OF PROJECTS	# OF PROJECTS	% OF PROJECTS
No	80	88,9%	22	84,6%	58	90,6%
Yes	10	11,1%	4	15,4%	6	9,4%

The support offered by the Program, and its focus on both participatory methods and multi-organisation, clustered and increasingly cohort-based research, goes beyond only supporting researchers and toward building an R4D ecosystem. Beyond academic researchers, this ecosystem includes CBOs, NGOs, government agencies, regional organisations, multilateral organisations, private sector actors (to a lesser extent) and others. Doing so also favours the production of contextually relevant, innovative,

<sup>23</sup> <http://g7plus.org/who-we-are/member-countries/> Accessed 19 March 2019.

<sup>24</sup> Research in fragile countries supported by the GJ Program between 2012 and 2014 include: Côte d'Ivoire, DRC, Liberia, Sierra Leone, Somalia and Timor-Leste.

<sup>25</sup> Côte d'Ivoire, DRC, Haiti, Sierra Leone and Togo.

multidimensional research that is typically well positioned for use. The strategic approach of specifically building multi-sectoral partnerships with researchers, technical groups, advocacy organisations, government actors and others is in evidence but needs to be developed further and communicated more clearly.

The research produced is also of high quality, though a further integration of quantitative methods into the research design of projects would further lend weight to research results and contribute to building additional capacity among Global South research bodies. The clustered/cohort-based model allows for South-South peer-to-peer learning. With some adjustments, it can ensure a more strategic approach to institutional capacity building. GJ is well positioned to further build on this, in terms of strategic resource mobilisation, network development and participation, and more. GJ supported research is pitched at different levels, but it is clear that its relevance and authority are situated mainly at local and national levels and somewhat at the regional level, while being informed by and advancing global debates. Regional level engagement acts as a bridge between local/national-level engagement and regional/global discourse and systems change. GJ's continued support for regionally-situated grantee organisations, its support for researcher engagement at regional level, and its investment in Regional Offices (ROs) reflect the IDRC approach and advance its programmatic and institutional niche.

Finally, POs are pillars of the GJ Program's strategic niche, much like in (at least some) other IDRC programs. With an acute knowledge of the thematic, discursive and regional contexts of their work, they play a key role at the outset in identifying the research that will comprise the Program, and ensuring that this research is contextually tailored. They provide methodological, capacity building, networking and other support to researchers to ensure that it is carried out as planned, and then champion the work to relevant user audiences. Collaborative processes involving multiple GJ POs (e.g. two or more POs leading a cohort, thought leadership on gender, etc.) reflect the increasingly recognisable GJ approach, and should be further cultivated, both within GJ, across the IE Program Area and IDRC more broadly (finding affinity with others similarly engaged).<sup>26</sup>

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<sup>26</sup> An important example of this already happening at IDRC is the GJ-MCH collaboration that was initiated across Programs with 3 different POs. This is one of the best examples of cross-program collaboration, building on lessons learned of the various cohorts that the GJ Program initiated – including the need to integrate a partnership strategy – which culminated in about \$5 million in support from GAC for this initiative.

# 5 Strategic Implementation

## 5.1 Introduction

This chapter focuses on the identification and selection of grantees, the Program's methodological focus on participatory approaches, and the use of Research Support Projects (RSPs). It also assesses the support provided by the Program to grantees, as well as the value-added and challenges of cohorts.

## 5.2 Identification and Selection of Grantees

**Finding 15:** While the use of closed Calls for Proposals by the GJ Program may risk reducing IDRC's exposure to new research actors, the use of this approach presents significant financial and strategic benefits.

IDRC Programs tend to use a mixed approach of open and closed Calls for Proposals, while also receiving unsolicited proposals. Open Calls, where requests for proposals are released to the general public, have two major advantages: 1) a high degree of perceived transparency by applicants and the general public, and 2) increased opportunities for an issuing body like IDRC to meet new researchers who have not previously worked with the organisation. While these two advantages are important, open Calls often generate a significant number of proposal submissions that require extensive amounts of time and resources to review and rate them. This can result in weighty transaction costs for the organisation. Additionally, open Calls risk encouraging or inadvertently favouring the selection of large research institutions who have strong proposal writing capacities over smaller emerging actors who may not have the technical proposal writing skills but who carry strong thematic, geographic, and/or contextual expertise. While the quality of proposals is important, the engagement of local researchers with strong thematic expertise is essential for achieving program objectives.

In order to engage researchers who are best suited for the research (but who may have fewer proposal writing resources) and to reduce transaction costs, the GJ Program uses primarily closed Calls to select researchers. A closed Call approach consists of inviting a number of pre-selected researchers to submit proposals as opposed to opening the proposal process to the public at large. A closed Call approach can ensure that organisations based in a particular region or with specific thematic expertise are given visibility during the selection process. Stakeholders have suggested that closed Calls have been useful in helping GJ to better target its programming by having some degree of control over the pool of research candidates.

The GJ Program uses primarily closed Calls to select researchers to engage researchers who are best suited for the research and to reduce transaction costs.

While a closed approach brings a number of benefits – several of which have been outlined above – it inherently carries risks that the proposal process could be perceived as less transparent and it may reduce opportunities for the Program to meet new researchers and support formerly unknown organisations. According to POs, the GJ Program attempts to mitigate such risks by specifically inviting researchers who have not previously worked with IDRC to apply for funding.

One of the comparative strengths and areas of added value that the GJ Program brings to its work is the specialised skills and support offered by the PO. Key informant interviews with GJ POs and researchers have revealed that the process used by the Program to identify new researchers is largely driven by this comparative strength, as it draws on the personal and professional networks established by each individual PO. However, the GJ Program does not have institutional mechanisms in place to formalise this process and to consistently share information and knowledge about research actors across POs. These missing mechanisms mean that information about researchers and research opportunities may be lost to the organisation if POs move onto other positions or leave the organisation to pursue other professional endeavours.

The use of PO networks is coupled with crosschecking among other partners, funders and Canadian embassies, as well as meetings with the Regional Directors to identify other actors who may not make part of the current PO network. These interactions also present opportunities to gain feedback regarding grantee selection and engagement. This additional engagement of stakeholders is helpful in strengthening the scope and quality of the network of potential grantees.

## 5.3 Participatory Approach

**Finding 16:** GJ Program intentionally uses participatory research methodologies that are designed to empower stakeholders to reflect, discuss, and take action on issues affecting their rights. While these processes generally empower stakeholders to reflect and discuss, the link to facilitating concrete action is often weak or missing.

One of the GJ Program's most important strengths is its intentional use of participatory research processes that empower stakeholders to reflect, exchange information, and take action on issues that affect them. A moderate 69% of grantee survey respondents indicated that IDRC helped them to better define their research methodologies, while a moderate-high 76% indicated that IDRC helped them to explore novel approaches in research.

Within all GJ research projects, stakeholders are engaged throughout the design, implementation, and/or dissemination of the research. The following examples are illustrative:

- Project 107524 *Pathways to Accountability in the Global Land Rush: Lessons from West Africa* (Land 1 cohort) used community committees to guide community-based research in Senegal, allowing for community members to identify their needs and interests.
- In South Asia, project 107134 *Sexual Violence and Impunity in South Asia* (standalone project) was guided by an advisory board made up of diverse feminist advocates who provided valuable technical insights and facilitated important research linkages.

Typically, the processes involved in data collection not only facilitated obtaining information but were also explicitly and intentionally designed to empower stakeholders through reflection and discussion. For instance, in the project 108437 *Security for Women and the LGBTI Community: Current Conditions, Prospects and Territorial Challenges in the Post-conflict Context* (standalone project) in Colombia, community members were brought together in a group setting to conduct real-time electronic individual surveys. Once participants completed the individual and confidential survey, they held a group discussion to reflect upon their biases and prejudices affecting women and members of the LGBTI community, based on their individual survey responses. This participatory approach was specifically designed to promote reflection and dialogue within a community setting as opposed to simply collecting data through individual surveys.

While Project 108583 *Community Voices and Initiatives for Building Safer Spaces in Latin America and the Caribbean* (standalone multi-country project) provides another example where women from violent neighbourhoods came together to share information on where they feel safe and

unsafe within their communities. This information was not only mapped out and used by the research team to develop important information on violence against women, but the process of bringing women together to identify these places collectively allowed for them to learn from each other so as to avoid those areas that are most dangerous. Community-based researcher users from Colombia have explained that the participatory nature of these meetings also generated a sense of solidarity among women and has empowered them to become more involved in efforts to make their communities safer.

"Processes involved in data collection are explicitly and intentionally designed to empower stakeholders through reflection and discussion".

While this reflection and dialogue is an important element of facilitating the empowerment of stakeholders to advocate for their rights, it is not necessarily sufficient to achieve concrete change. GJ projects often include the assumption that once community members have an increased awareness of their rights, they will be able to better advocate for the protection of these rights. However, many research projects do not include links to concrete actions that can facilitate this advocacy and engagement. While 71% grantee survey respondents believed that their research helped community groups become more aware of their rights, only 47% believed that policymakers were compelled to make use of their research. Most research projects produced materials that can be used by community members to raise awareness around a particular issue that affects them, such as a lack of services, violations of their rights, etc. However, links that would connect community members to decision makers were not consistently established across projects. For instance, in the case of project 108437 mentioned above, information packages were developed for community members to advocate for their rights but policymakers were not brought on board from the beginning as project stakeholders who could help facilitate a link between communities and government decision makers. This was also the case for project 107134 on Sexual Impunity, where information was generated and widely shared but without specific causal pathways between advocacy and policy.

Part of the problem stems from the fact that government stakeholders (especially policymakers) tended not to be consistently engaged in the research design and implementation of GJ-supported projects, which reduced the effectiveness of translating the research into policy action. When policymakers were included in the project design

"Links that would connect community members to decision makers are not consistently established across projects".

and implementation, the potential for political uptake appears to be much greater. For instance, in the Senegal Land Project 107524 *Pathways to Accountability in the Global Land Rush: Lessons from West Africa*, a very influential community and national level leader was part of the project committee that helped to design the research. As stakeholders explained, this resulted in the project being well positioned to inform policy debate and practice around land rights.

## Building Community Capacity

**Finding 17:** Many research projects used methodologies that help to build the research capacities of grassroots actors so that these skills and knowledge could remain within the community.

As opposed to many other research institutions, the IDRC's GJ Program intentionally supported the capacity development of local researchers as part of its participatory methodologies approach. The Program intentionally engaged community actors who often have limited research background and provided them with capacity development support so that they could actively participate throughout the research process as active researchers. This knowledge and skill set was intended to then remain in the community upon completion of the project.

Examples of projects that used this approach include project 108583 *Community Voices and Initiatives for Building Safer Spaces in Latin America and the Caribbean* (standalone multi-country project) where "community researchers" were trained by university researchers to carry out research at the community level. The training and support for these community researchers were an essential pillar of the research project, which was designed to transfer skills and capacities to local actors so that they can continue to conduct research and advocate for change at the community level even after the project has come to an end. Another example is project 107524 *Pathways to Accountability in the Global Land Rush: Lessons from West Africa* (Land 1 cohort) where women and men paralegals from local communities were trained to conduct awareness raising sessions with government officials to promote the importance of access to land.

University researchers who provided capacity development support confirmed that this process indeed has been useful for developing community engagement and supporting skills development at the community level. However, they also highlighted that the process is very resource intensive and typically takes more financial resources and time than originally estimated. It is therefore very important to ensure that the investment made will indeed continue to pay off upon completion of projects. The GJ Program appears to appreciate the need for this level of sustainability and has pursued efforts to support this. For instance, at the time of writing, project 108583 was developing an online platform for community researchers to stay connected and to network with one another. In the case of project 107524, paralegals continued working with communities about land rights issues even after the close of the project. These are indeed promising practices and are important for ensuring that the significant investment made by the Program pays off, and that the transferred skills and capacities are further used to advance priorities and desired change at the community level.



## Flexibility

**Finding 18:** IDRC's Flexibility around project timeline, deliverables and budgeting has been key to facilitating stakeholder engagement in the design and implementation of research projects.

Both one-on-one and group discussions with researchers highlighted that flexibility regarding project timeline, deliverables, and budgeting are among the most highly valued GJ Program traits. Stakeholders also explained that this flexibility has been essential in allowing for a higher degree of stakeholder engagement throughout the research process. As opposed to many if not most other funders, IDRC POs have demonstrated a strong degree of engagement and understanding in cases where there has been a need to shift the project timeline, adjust deliverables, and/or move items across budget lines in response to stakeholder priorities or challenging implementing contexts.

Examples of this included shifts in timeline within the Colombian project 108437 due to security concerns around terrorism and violent conflict, which led to some delays in accessing stakeholders. Stakeholders explained that the PO was very supportive of readjusting the project timeline and site visits in order to take these concerns into consideration and to ensure that stakeholders could actively participate in the research. The PO also demonstrated flexibility around the kinds of knowledge products to be produced as part of the research in order to take stakeholder priorities into consideration. For instance, more time and resources were placed into mapping violence against women and LGBTI people, as this was identified as a major stakeholder priority. This level of flexibility was also seen across the globe in South Asia where the PO was flexible to changes in stakeholder meeting locations due to challenges around obtaining travel visas. These changes in research deliverables, timeline, and approach required the ability to transfer funds across budget lines, to which IDRC was very accommodating. This level of flexibility is absolutely essential when engaging large numbers of diverse stakeholders in challenging contexts.

## 5.4 Research Support Projects

**Finding 19:** RSPs have been a useful mechanism for POs and research projects, having also provided support for cohort activities. They remain difficult to access and are thus used selectively and sporadically.

An RSP is a type of funding used for non-research dedicated activities. Non-research dedicated activities include preparing or designing research projects, hosting workshops and conferences, or implementing research dissemination communications activities.

RSPs can be either IDRC Centre-administered or grantee-administered. Centre-administered RSPs have been described during stakeholder interviews as being oriented by POs to pre-project activities, such as performing scoping exercises or hosting workshops to develop proposals with grantees. Grantee-administered RSPs have tended to provide funds for undertaking activities that explicitly support current grants, such as communications and dissemination efforts, or preparing for future grants, such as providing funding for grantees to scope a topic prior to a large (e.g. \$1-2 million) Research Project (RP) grant.

Excluding projects included in SAIC and K4DM, GJ has used 11 RSPs totalling \$1,028,930 with an average value of \$93,539. Six of these have been used for global projects, while supporting four and six in SSA and



Middle East and North Africa (MENA) respectively. Of these 11 RSPs, objectives have included: scaling-up impact of research findings or disseminating findings (5), launching a local initiative (1), aiding projects in the design stage (1), and covering costs associated with the present external evaluation (1). The remaining three RSPs were launched in mid-2018 and did not yet have associated descriptions at the time of writing. The majority (80%) of RSPs used by the GJ Program since 2015 were IDRC-managed, i.e. Centre-administered, with two being grantee-administered and a third administered by both IDRC and grantees.

RSPs have been described in interviews as being a “basket [of funds] for anything non-research related,” a resource that enables IDRC’s signature nimble and iterative responsiveness. POs and other IDRC staff referred to them dually as being “helpful” and “instrumental” on the one hand, and also “tricky”, “expensive”, and difficult to secure on the other. This is in part because they are limited and distributed competitively within programs, since RSPs are capped at 10% of program budgets.

As an enabling mechanism, RSPs provided funds for disseminating findings, scaling results, and in two explicit RSPs, providing support to cohort-related activities (GJ’s Land and Youth Cohorts). There is evidence in project documents that the foundational pre-research project work of an RSP can positively influence the outcomes of a research project. For example, one RSP was recognised as having contributed to “equipping national authorities with the knowledge required to interpret the results and use them for policy purposes”. However, effectiveness data on RSPs is very limited. RSPs under \$150K do not require PCRs, and do not have results formally tracked using the Trackify monitoring system.

In interviews, IDRC corporate-level and program-level interviewees have widely suggested that Centre-administered RSPs as “a poor use of resources”, a point needing specification. Mainly, for such a relatively small pool of resources, a disproportionate amount IDRC administrative staff time is required in managing the processes and some of the activities of RSP grants. Nevertheless, on balance, the availability of such a resource pool remains strategic for IDRC, as made evident by GJ’s judicious use of this mechanism in key ways and moments, but RSPs should not replace good project design.

## 5.5 GJ Program Support to Research Projects

**Finding 20:** IDRC is perceived by grantees as a partner that provides valuable horizontal support for the design of research projects. However, while IDRC provides technical support throughout implementation, grantees felt that this support was not as consistent as the support provided at inception.

Grantees from all grouping structures (i.e. cohorts, clusters, and standalone) overwhelmingly agreed that IDRC provides valuable insights in the design of research projects, which has contributed to significantly improving overall research quality. Survey data indicates that, overall, the majority of grantees agreed or strongly agreed that the support received from IDRC helped them define their research focus (79% of grantees) and to a lesser extent their research methodologies (69% of grantees). No major differences were noted among different grouping structures. However, interview data do suggest that there is a clear value added as regards to the type of support that IDRC offered at inception through its cohort-based approach. Indeed, several cohort-based grantees mentioned that IDRC provided valuable support during joint inception workshops, notably in the development of Theories of Change (ToC), the development of project level outreach and communication strategies, the integration of gender into research, etc. Additionally, interviewed grantees confirmed that IDRC is one of the few donors that provide constructive technical

support, especially at the design stage, and also underlined that IDRC is very respectful of grantees' decisions as regards project conceptualisation. Grantees noted that this horizontal relationship with IDRC increased project ownership and the likeliness that research results would translate into action on the ground.<sup>27</sup>

However, data suggests that IDRC support diminished during implementation. Indeed, survey results indicate that, overall, less than half (46%) of grantees agreed that the GJ Program provided them with the support they needed to conduct their research. This percentage is even lower (38%) among cohort-based grantees. The 2015 External Review highlighted that the heavy workload of POs constituted an important factor that hindered their ability to provide continued support throughout the life of the project.<sup>28</sup> This remains a major concern, as some POs are overwhelmed by the large portfolio of projects they managed. Also, decreasing resources allocated to travel have reduced their ability to periodically visit their grantees and provide them with the technical support they required.

POs are consistent in pointing out that the managerial aspects of the cohort-based approach (i.e. development and management of the Calls for Proposals, preparation of the joint activities – including travelling and visa support for grantees) require a lot of their time. This could in part explain the less positive survey results among cohort-based grantees. Therefore, as the GJ Program increasingly moves toward a cohort-based approach, it appears that there is a need for the Program to outsource some of the support provided to grantees during project implementation. Though too early to assess its effectiveness, the type of support that will be provided to grantees by the coordinator of the Economic Opportunities & Violence LAC cohort may constitute a good practice worth documenting.

**Finding 21:** The cohort-based approach and, to a lesser extent, the cluster-based approach have provided grantees with valuable opportunities to collaborate with peer researchers. IDRC has also provided grantees with important support for the publication and dissemination of research results.

Through its cohort approach, the GJ Program has provided strong support to grantees by fostering collaboration among researchers in their field (despite certain areas for improvement having been identified, including the desire for more regular interactions among peer researchers). To a lesser extent, the GJ program has also provided this kind of support through its cluster approach. Opportunities for connecting with peer researchers were found to be more limited among standalone projects.

Survey data shows clear differences in the level of appreciation expressed by grantees from different grouping structures regarding the support they received (or lack thereof) in fostering collaboration among peer researchers. An overwhelming majority of cohort-based grantees (87%) agreed or strongly agreed that the GJ Program has helped them connect with other researchers working in their field. This percentage was slightly lower (71%) among cluster-based grantees and markedly lower (59%) among grantees from standalone projects. Survey data is consistent with data extrapolated from the interviews. Consulted cohort-based grantees acknowledged that the joint activities undertaken as part of the cohort have

<sup>27</sup> IDRC's approach has been recognised as committed to the building of research partnerships rooted in equality with grantees. See the entire report and notably pp.12-13: <https://www.ukcdr.org.uk/wp-content/uploads/2017/11/Building-Partnerships-of-Equals-REPORT-2.pdf> Accessed 21 March 2019.

<sup>28</sup> Arthur, P., Paterson, A. and N. Tschirgi (2015). "External Review: Governance, Security and Justice Program", International Research Development Centre: p.6

connected them with other researchers. Grantees from the Youth Africa 2016 cohort further noted that the presence of research teams from both academia and NGOs have helped them bring a more nuanced perspective to their research and make better linkages between research and action. Likewise, cluster-based grantees have applauded POs' strong efforts to connect them with researchers in their field. However, few grantees from standalone projects mentioned that the GJ program had helped them collaborate with peer researchers. This can be explained by the fact that standalone projects are seldom thematically linked to one another and therefore establishing linkages with peer researchers may be less feasible.

The evaluation also found that IDRC provided good support with respect to the publication and dissemination of results for all project grouping structures. Indeed, 77% of grantees from standalone projects agreed or strongly agreed that IDRC provided them with valuable support to communicate research results. These results were lower among cluster-based (59%) and cohort-based (50%) grantees. For the latter type of grantees, lower scores could be explained by the fact that cohort-based projects are in general younger and that many grantees are not yet ready to share results. However, the evaluation team did find evidence of IDRC support in the sharing of preliminary results (for example, through the Dakar conference for the Youth Violence 2016 cohort). Consulted grantees from all grouping structures noted that their POs have been very active in finding regional and international conferences they could attend. Grantees were very appreciative of the funding provided by IDRC to attend these events. Nevertheless, the dissemination of results appears to be mostly opportunistic, rather than strategic and intentional.

**Finding 22:** Multi-country projects constitute a good strategy for supporting the capacity building of grantees in countries where research capacities have traditionally been weaker. Data indicates that the cohort approach provides more inclusive capacity building opportunities for these multi-country projects.

IDRC as an organisation has been supporting multi-country projects in part as a strategy to strengthen the research capacities of weaker organisations. Indeed, consulted grantees acknowledged that researchers from countries with weaker research capacities (e.g. Burkina Faso, Democratic Republic of Congo (DRC), etc.) have benefitted from working with researchers from countries where such capacities have historically been stronger (e.g. Senegal). Therefore, it is important that the GJ Program maintains a healthy balance between single and multi-country projects. As demonstrated in the table below (see Exhibit 5.1), although the proportion of multi-country projects is slightly lower under the cohort-based approach, when compared to cluster-based and standalone projects, overall the GJ Program maintains a good balanced between single and multi-country projects.

**Exhibit 5.1** Proportion of Single Country and Multi-country Projects per Grouping Structure

GROUPING STRUCTURE	MULTI-COUNTRY PROJECTS	SINGLE COUNTRY PROJECTS	UNKNOWN
Cohort	44%	56%	0%
Stand alone	55%	41%	5%
Cluster	64%	36%	0%

What is interesting to note, however, is that the cohort approach tends to support multi-country projects that involve fewer countries. As demonstrated in the table below, 84% of cohort-based multi-country projects involved only two or three countries, and a maximum of four countries in any given project (see

Appendix IV ). By way of comparison, more than half of standalone and cluster-based multi-country projects involved four countries or more, up to a maximum of seven countries. GJ Program senior management confirmed that, after 2015, the GJ Program has intentionally moved toward a multi-country approach that covers fewer countries per project for two reasons: 1) there was a greater understanding among GJ senior management and POs that multi-country projects covering several countries provided wide coverage but did not allow for appropriately in-depth research in each country; and 2) smaller budgets prompted the need to revise the structure of multi-country projects.

**Exhibit 5.2** *Proportion of Multi-country Projects with Few and Several Countries per Grouping structure*

GROUPING STRUCTURE	PROJECTS WITH TWO AND THREE COUNTRIES	PROJECTS WITH FOUR COUNTRIES OR MORE
Cohort	84%	16%
Stand alone	42%	58%
Cluster	44%	56%

As shown in Exhibit 5.3 below, the median budget for multi-country projects has decreased by 14% when comparing the 2012-2014 implementation cycle with the 2015-2018 period. The evaluation believes that involving fewer countries represents a good practice, especially considering decreasing budgets and the challenges related to the coordination of multi-country projects discussed below.

**Exhibit 5.3** *Median Budget for Multi-country Projects (2012-2014 vs. 2015-2018)*

MEDIAN BUDGET (2012-2014)	MEDIAN BUDGET (2015-2018)
\$ 593,400	\$509, 600

In multi-country projects, one main grantee leads the project and is responsible for the coordination and deliverables of project outputs. Other organisations participating in the implementation of the project are subgrantees that enter into contractual arrangements with the main grantees, as opposed to having direct contractual arrangements with IDRC. Consulted grantees involved in the standalone and cluster-based multi-country projects (both of which involved four or more countries) noted that they sometimes did not feel as included in the project, and sometimes felt like consultants implementing a specific part of the project. Grantees further noted that their interaction with the PO was limited to the inception meeting and that they felt that researchers from the main grantee organisations had more opportunities, in general, to take part in capacity building and networking/outreach events. By comparison, the cohort-based approach provides more inclusive capacity building opportunities. For example, for multi-country projects in the Youth Africa 2016 cohort, researchers from all countries involved attended the inception workshop and the event to disseminate preliminary findings in Dakar. Inclusive capacity building is more feasible when fewer countries are involved, as mobilising researchers from several countries could become very costly.

## 5.6 Value-Added and Challenges of the Cohort Approach

**Finding 23:** The cohort approach strengthens research quality by building a strong body of triangulated knowledge (by multiple teams and different data sources), which has the potential to feed into regional and global discourses.

One of the greatest benefits of the cohort approach is the generation of a strong body of knowledge on specific research questions that have the potential to feed into global agendas. By intentionally grouping projects together to examine specific research questions from different angles, research teams have been working together to generate data that can be triangulated and validated, thereby enhancing the quality and credibility of knowledge produced by grantees with support from the GJ Program. With a stronger body of knowledge and a critical mass of researchers working in one area, GJ supported research has a greater potential of feeding into global discourses. By moving increasingly toward a cohort-based approach – as opposed to funding standalone or cluster-based projects, the GJ Program is addressing a major shortcoming identified in the 2015 External Review (see text box).

### Finding from the 2015 External Review:

The External Review found that, because the GSJ Program funded disparate research projects addressing a wide variety of research questions, the Program was not contributing to building a strong knowledge base that could inform global discourses and agendas. The External Review did find, however, that several (cluster-based) projects addressed some common themes and were therefore well positioned to share knowledge beyond projects.<sup>29</sup>

The GJ Program has made an effort to synthesise knowledge produced by cluster-based projects through books and other publications. However, the evaluation found this knowledge is diverse and does not contribute to building as strong a body of knowledge as the cohort approach. For example, the Program produced a book compiling the results of various projects on GBV, access to justice and safe spaces in LAC but the topics discussed varied significantly (e.g. sexual violence and access to justice, factors of youth violence, armed conflict in Colombia, etc.).<sup>30</sup>

Conversely, cohort-produced knowledge can be more easily synthesised because several projects work on a same research question. The evaluation team participated in a dissemination event that took place in Dakar in November 2018, where four Francophone research teams from the Youth Africa 2016 cohort shared preliminary results on one common question: “How can formal and informal responses to conflict, violence, and injustice create the potential for or obstruct the development of safer spaces for youth?” Each research team examined different and yet complementary facets of this overarching question, including: 1) The root causes and key factors explaining youth violence; 2) resilience strategies adopted by youth to resist engaging in violence; 3) policies and strategies used to contain youth violence; 4) the role of young women as victims and perpetrators of violent extremism in Africa. During the roundtable discussion

### Value added of the cohort: Joint publications

Grantees from the Youth Africa 2016 cohort further noted that they were also working on producing joint publications to strengthen this knowledge base.

<sup>29</sup> Arthur, P., Paterson, A. and N. Tschirgi (2015). “External Review: Governance, Security and Justice Program”, International Research Development Centre: p.3

<sup>30</sup> Gottsbacher, M. and J. de Boer (2016). “Vulnerabilidad y Violencia en América Latina y el Caribe”.

following the presentation, users found congruency in the preliminary results presented by the different research teams and believed these would likely contribute to generating a strong body of knowledge on the emerging phenomenon of youth violence in West Africa.

Even though there has been some resistance among the GJ team regarding the transition toward a cohort-based approach, given it is more time consuming for POs who have to work jointly to conceptualise the cohorts and oversee coordination among grantees, IDRC high-level leadership and POs consulted through interviews acknowledged that the cohort approach can have important benefits in terms of increasing research quality and generating a strong body of knowledge. Additionally, 82% of surveyed grantees agreed or strongly agreed that the cohort approach is worth the investment in time for researchers. Overall, there is widespread agreement that the cohort approach should be maintained.

“

*Having a critical mass of researchers comes from the need to group together small resources to feed into global discourses. (...) You organise people around a theme and have a more systematic approach and organised production around that theme.*

- IDRC High-Level Leadership

”

**Finding 24:** While the cohort approach is well placed to generate a strong body of knowledge that could potentially feed into regional and global discourses, positioning research for use at this level remains a work in progress.

Although the GJ program is building a strong body of knowledge around specific topics through its cohort-based approach, evidence gathered by the evaluation team suggests that GJ-supported research is intentionally well positioned to influence policies and practices at national level, but less so at regional and global level.

Survey data from the 2015 External Review revealed that grantees believed their research was strongly targeted at local and national users, but not well targeted at users outside their countries. Similar trends are observed in the survey conducted for this evaluation. Overall, the majority of grantees (80%) strongly agreed that their research was targeted at national policy/decision makers (no significant statistical differences were observed among project grouping structures). Conversely, only 49% and 38% of grantees strongly agreed that their research was targeted at regional and global policy/decision makers, respectively. Statistical differences were only observed for the former: 65% of grantees from standalone projects strongly agreed that their research was targeted at regional users, while only 46% and 45% of grantees from clusters and cohorts, respectively, believed the same. This could be explained by the fact that most standalone projects were approved before the 2015 implementation cycle and are near completion. Indeed, several projects have had the opportunity to present research results at high-level conferences. Cohort-based projects are in general much younger and some have not yet had access to such opportunities. Even so, survey results suggest that regional and global outreach is more opportunistic than intentional at this stage.



Considering that one of the main benefits of the cohort approach is to generate a common body of knowledge, a common (cohort-based) dissemination and outreach strategy is necessary. Cohort-based grantees received valuable support from IDRC during inception workshops to map potential users and define communication strategies; however, this has largely been done on a project basis. Grantees consulted as part of the FGDs for the Youth Africa 2016 cohort indicated that more intentional outreach strategies targeted at regional users would be desirable. With the exception of FLACSO<sup>31</sup>, which conducted a detailed stakeholder mapping and outreach strategy for the cohort, and which identifies nationally/locally based organisations (i.e. national ministries, grassroots organisations, as well as country offices of UN agencies, INGOs, international development banks, development partners such as the GIZ as well as regional organisations such as the OAS and the *Organismo Internacional de Juventud para Iberoamérica* (OIJ), the evaluation has not found evidence that other cohorts have produced cohort-based stakeholder mapping and outreach strategies.

Projects for which the grantee had regional reach saw research results positioned to influence decision makers at regional level. For example, the research results produced by the Institute for Security Studies (ISS), a regional research organisation based in Dakar, has influenced regional decision-making, including of the G5 Sahel and the African Union.

**Finding 25:** While some cohorts have intentionally allocated resources and responsibilities to cohort coordination and synthesis, this is not yet a standard practice across cohorts.

The role of cohort coordination and synthesis is important to ensure both the smooth implementation of the cohort and the synthesis of results. As the GJ Program evolved, there has been an intent, generally speaking, to outsource the function of cohort coordination and research synthesis (among the newer cohorts, Land 2 is the only cohort for which the coordination and synthesis functions are both assumed internally). The evaluation found that outsourcing the cohort coordination and research synthesis represents a good practice, as this allows the GJ Program to better define the roles and responsibilities related to those functions. Exhibit 5.4 points to a valid evolution in the way the GJ Program has defined the roles and responsibilities of cohort coordination and research synthesis over time.

**Exhibit 5.4** Evolution of the coordination/synthesis functions, per cohort

COHORT	DESCRIPTION OF COORDINATION AND SYNTHESIS FUNCTIONS
<b>Land 1 (2013)</b>	Coordination function is assumed entirely by the POs. Research synthesis entrusted to a consultant after project-end and funded through an RSP.
<b>ECFM (2015)</b>	Coordination function is assumed entirely by the POs. Research synthesis entrusted to two external entities after project-end.
<b>Youth Violence (2016)</b>	Coordination and synthesis function both entrusted to an external entity two years into implementation, due to budgetary constraints.
<b>Land 2 (2017)</b>	Coordination and synthesis function both assumed internally by the POs.

<sup>31</sup> FLACSO is the organisation that acts as the coordinator and synthesis lead of Economic Opportunities & Violence LAC. It is a regional research institution with offices in several Latin-American countries. The Costa Rican branch is responsible for the coordination.



COHORT	DESCRIPTION OF COORDINATION AND SYNTHESIS FUNCTIONS
<b>Citizen Engagement LAC and Asia (2017)</b>	The evaluation team has heard during an interview that an India-based consultant has been hired to provide coordination and synthesis support to the Asian projects forming part of this cohort. However, the evaluation team does not have information on the functioning of the cohort beyond this. Indeed, because several of the projects in this cohort are very recent, it was agreed that it would not be part of the evaluation scope.
<b>Economic Opportunities &amp; Violence LAC (2018)</b>	Coordination and synthesis function both entrusted to an external entity before the beginning of project implementation.

For the **Economic Opportunities & Violence LAC (2018)**, FLACSO, a regional research institution in Latin America, was contracted by IDRC to assume the coordination of the cohort and synthesis of research results before the projects began implementation. FLACSO has commissioned an external consultant with extensive experience working with decision makers in Latin America to develop an elaborate stakeholder mapping of potential users, identifying key influential persons that should be reached within these organisations. FLACSO has been slated to play a key role in the inception workshop (set to take place in spring of 2019) and provide support to the grantees for the development and standardisation of research methodologies. FLACSO is planning regular field visits to ensure smooth project implementation and provide technical support as needed. The cohort has a strong, cohort-level communications strategy that is expected to make extensive use of social media to disseminate information. Additionally, FLACSO has already set up a cohort-based website where information regarding all projects of the cohort is to be disseminated.

By way of comparison, the **Youth Africa 2016** had set aside resources for cohort synthesis and coordination from the very beginning, but it is not until the end of 2018 – two years into cohort implementation – that the University of Montreal (UdM) was contracted to assume the role of cohort coordination and synthesis. UdM is now getting to know the projects and thinking about the way in which results will be synthesised. Additionally, UdM is planning to set up a cohort website, although several projects have already set up their own websites, resulting in some inefficiencies and unnecessary use of resources. Consulted POs and researchers from the Youth Africa 2016 cohort noted that it would have been better for the coordination and synthesis lead to assume its function from the very beginning. Some POs further noted that although UdM is a solid research organisation, its distant location may inhibit it from having the intimate contextual knowledge required to adequately assume this function. Of note, it is too early to ascertain this, and an assessment of the coordination and synthesis assumed by UdM is not within the scope of this evaluation. That said, lessons and good practices could be taken from the Employment and Growth (EG) experience with GrOW, an externally funded partnership in which McGill University played the role that the UdM will be playing with the Youth Africa 2016 cohort.

For the remaining three cohorts (**Land 1, Land 2, and ECFM**), the coordination function has already been assumed entirely by the POs. For one cohort (ECFM), results synthesis was entrusted after the fact to two external entities based in the UK and in Canada. These entities have facilitated workshops gathering grantees to discuss results and synthesis. However, a number of challenges were evident to the evaluation team. Firstly, because the synthesis work was planned toward the end of implementation, grantees had no dedicated budget to participate in synthesis work. Synthesis leads were concerned that this could affect the extent to which grantees may be able to participate in this process. Secondly, because synthesis leads were brought on board at the very end, they were still learning about the projects as they facilitated the synthesis workshops in Nepal and Togo. Thirdly, synthesis leads admitted that the learning curve was even greater

because they did not have intimate knowledge of the regional context. For the Land 1 cohort, a consultant was contracted after project completion to carry out research synthesis, using funds from an RSP. For Land 2, it is expected that research synthesis will be undertaken by the POs internally. However, POs have noted that they already have an important portfolio of projects, and that it is difficult for them to assume this function, which becomes secondary to existing obligations.

When asked whether cohort coordinators were clear about their coordination responsibilities, 20% of surveyed grantees either responded 'don't know' or did not respond. This percentage was even higher (28%) when respondents were asked whether they believed synthesis leads were clear about their responsibilities. Survey and interview data indicate that these important roles are, in many cases, not yet clearly defined and point to the merits of cohorts having dedicated budgets for cohort coordination and the synthesis of results.

**Finding 26:** The unpredictability of financial resources has led projects within a same cohort to start at different times, thereby affecting the coordinated implementation of some cohorts.

In theory, cohorts are designed to start at the same time and benefit from joint inception workshops, training, etc. When they do start at the same time, research teams can participate jointly in the analysis of results (through joint preliminary findings discussions), and even produce joint publications. In practice, not all projects within a same cohort have started at the same time, mainly due to funding constraints (see Appendix IV for the starting date of projects per cohort). When the GJ Program has had enough resources, it has funded a cohort of projects, and included new projects at a later time as it received additional resources. This was the case for the Youth Africa 2016 cohort, where 10 projects started at the same time and jointly participated in the inception workshop. Three additional projects were later integrated into the cohort as the GJ Program received more resources. IDRC POs noted that this allowed the integration of lessons learned from project implementation in the design of these new projects. However, our data suggests that newer projects were not effectively integrated into or synchronised with the existing cohort, a matter to be considered in future project integration and cohort development.

Funding has been a particular issue for the Citizen Engagement LAC and Asia (2017) cohort. Covering two regions, resources for this cohort amount to less than one third of the resources allocated to the Youth Africa 2016 (see Appendix IV for more information on financial resources per cohort). Consulted POs have noted that project funding approval was delayed, which significantly hindered the cohort's ability to function as a synchronised group of projects. As shown in Appendix IV, project approval for all eight projects spanned from December 2017 to August 2018. The funding for joint activities was also delayed, and an inception workshop was due to take place in February of 2019. Considering that some of the earlier projects are due to end at the beginning of 2020, this inception workshop is not timely. Therefore, the unpredictability of funding significantly limits some of the great benefits that the cohort approach offers, including joint design and capacity building.

**Finding 27:** While it has great benefits, the cohort approach has also experienced a number of difficulties. Delays experienced by the different teams and cultural/linguistic barriers were commonly identified by grantees and POs as challenges hindering the implementation of the cohort approach.

Even when projects from a same cohort do start at the same time, an important challenge raised by both POs and grantees lies in ensuring that projects are all implemented at the same time and reach common

milestones. In a cohort, synchronism is important as grantees are expected to take part in joint activities, synthesis and knowledge sharing. Therefore, delays experienced by one project can affect the entire cohort. This has been particularly challenging for cohorts with many projects, such as the Africa Youth 2016 cohort. When grantees from Francophone Africa met to share preliminary results in November 2018, researchers realised that some teams were more advanced than others in their analysis. Some research teams had experienced delays in implementation because they were conducting research in insecure environments (e.g. Niger, Mali) or because of burdensome administrative procedures (e.g. DRC).

Another challenge identified by POs and researchers stems from the cultural and linguistic barriers among project teams located in different regional/sub-regional areas, which has inhibited their ability to communicate effectively. For example, in the ECFM cohort, there have been limited exchanges between the Asia and Africa-based projects beyond the inception workshop that took place in Togo at the end of 2016. Grantees from Asian projects having participated in the workshop highlighted that despite the availability of translation services, they experienced difficulties in communicating with Francophone research teams. Similarly, grantees from the Youth Africa 2016 cohort explained that, at the inception workshop, a “natural linguistic/cultural division” occurred among projects from: 1) Francophone West Africa; 2) Anglophone East African; 3) Arab North Africa. Consulted grantees from the Youth Africa 2016 confirmed having worked jointly with research teams within their own sub-regions but that they have not interacted with researchers from other sub-regions outside the joint inception workshop.

Finally, even when research teams from a same cohort are located in a single region/sub-region, grantees noted having limited interactions with their peers outside formal encounters such as the inception workshop and the sharing of preliminary results. An exception was noted for research teams located in a same city (e.g. Dakar). Web-based platforms were created (e.g. for Land 2 and Youth Africa 2016) to encourage researchers to interact informally, though these have had limited success. For example, grantees from the Land 2 cohort noted that the web-based platform has been used minimally by researchers and that only one research team is regularly uploading information on the site. It is important to consider that grantees have an important role to play in interacting with their peers and that there is only so much IDRC can do to facilitate this interaction. Indeed, there were mixed views among grantees regarding more frequent interactions among researchers from a same cohort. Some grantees from the ECFM cohort in Asia noted that more frequent interaction would be too time-consuming, whereas grantees from West Africa expressed the desire to interact more frequently. At the preliminary findings encounter, research teams noted that they were using different research methodologies and that more frequent interaction could be useful to learn and apply good practices<sup>32</sup> from other research teams throughout implementation. By defining the roles and responsibilities related to cohort coordination at the inception stage, cohort coordinators could facilitate more regular interaction among grantees. For example, trimestral meetings could be held virtually (by Zoom, for example) and facilitated by the cohort coordinator, responding appropriately to the expressed needs of grantees.

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<sup>32</sup> For example, research teams were using different methods and software to analyse and triangulate qualitative and quantitative data. One research team also conducted focus groups with young men and women separately to gather qualitative sex-disaggregated data. Research teams found that this was an interesting method and wished they could have applied it to their own data collection process. Standardised methodologies would further facilitate the aggregation and synthesis of research results.

### ***Benefits Accrued from the Cohort Approach***

- \* Cost-effective capacity building of researchers enabled by joint workshops and other encounters.
- \* More inclusive capacity building for multi-country projects.
- \* Increased research quality through the sharing of lessons learned and good practices among research peers within the cohort.
- \* Cohorts are often composed of researchers from both academia and CSO, thereby further strengthening linkages between research and action.
- \* The creation of a strong body of knowledge that is triangulated by multiple data sources.
- \* Research results synthesis facilitated by the fact that researchers work on a common research question.
- \* Regional and international outreach and research uptake through stakeholder mapping and positioning for use that goes beyond the project level.
- \* By grouping projects together, researchers can have more power and make more compelling arguments to donors and other researcher users.
- \* Coordination and synthesis functions, coupled with strategic position and dissemination of results increase the likelihood that cohort research will be relevant and used at regional and global levels.

## 6 Cross-Cutting Issues

### 6.1 Introduction

This chapter on cross-cutting issues focuses specifically on the Program's consideration and integration of gender, as well as its Monitoring and Evaluation.

### 6.2 Gender Integration and Considerations

**Finding 28:** The GJ Program places a strong focus on promoting gender equality and is currently developing a gender transformative framework to help guide its future work on gender. This is a positive step forward to provide the Program with greater gender consistency across projects and guidance around how programming can contribute toward gender equality.

Gender equality is a priority within the GJ Program, and the Program has made important advances to encourage research projects to investigate gender equality issues and that gender be considered within research designs and processes. In fact, an overwhelming 81% of grantee survey respondents self-reported that they were engaged in research projects that aligned with SDG 5: Achieving Gender Equality and Empowering all Women and Girls. Part of the GJ Program's efforts have consisted of intentionally selecting research projects that investigate issues relating to patriarchy and the rights of women and girls (such as Project 108532 that investigated child marriage in West Africa or Project 108437 that investigated violence against women and LGBTI communities in Colombia). An important number of projects have investigated the root causes of gender inequality, including deeply entrenched social and cultural beliefs and institutional barriers (such as Project 108187 that promoted nonviolent masculine identifies in El Salvador and Nicaragua or Project 107134 that explored deeply entrenched social perspectives around sexual violence against women and impunity in South Asia).

Through a review of project-level and organisation-wide documentation as well as interviews with GJ staff and researchers, the evaluation team found that although the Program prioritises gender equality research, it does not have a formal framework or strategy in place to ensure that a consistent gender approach is applied across projects. Stakeholders have explained that the capacities and experiences of both POs and researchers have yet to be effectively leveraged to achieve synergies. Gender mainstreaming is applied to varying degrees across projects.

The Program currently is lacking guidance around how to position its programming within a gender transformative framework and how to assess the extent to which programming has contributed toward gender transformation. In response to these gaps, the GJ Program is currently developing a gender transformative framework to identify gender related best practices and to help guide its research to better support gender transformative work. The development of this framework is an excellent opportunity to develop a more coherent gender equality approach that can be applied across the Program.

## Guidance

**Finding 29:** While the IDRC GJ Program’s Proposal Application Process requires gender equality to be included in the project design, it does not provide enough guidance to researchers on how to do so.

The GJ Program required all research projects to take gender equality into consideration. In fact, 20% of the overall score for research proposals was allocated toward gender, with the proposal-scoring matrix looking for a *“strong understanding of and ability to apply a gender lens to research related to vulnerable groups in general and women in particular.”* While the GJ Program’s Calls for Proposals asked for gender to be considered, they provided only limited guidance to researchers on how to effectively include gender equality considerations into the project design. While some Calls included links to online resources on how to include gender equality in research projects, the Calls did not provide any explicit guidance from IDRC as to how to include a gender perspective. In the cases where links to other articles were provided, stakeholders still expressed a desire to receive more direct coaching from IDRC.

The GJ Program provided some support to help projects integrate gender equality during project inception workshops. However, not all projects were provided with such workshops. Researchers interviewed expressed concern at the limited amount of guidance from IDRC on how to effectively incorporate gender equality considerations into their research designs, with some even claiming that they were completely unaware that

### *The IDRC GJ Program Africa Land Projects Call for Proposals states:*

“IDRC is committed to supporting gender transformative research. We expect the proposals to demonstrate a clear understanding of gender dimensions of the research problem, through the integration of sex and gender analysis and understanding of gender differences in the research and activities. It should also provide great visibility to women’s contributions and experiences”.

integrating gender equality was a proposal requirement. While gender responsive budgeting is a tool that can be useful to help a project to understand what percentage of its resources is benefitting women versus men, GJ Program proposals were not required to include gender responsive budgeting. At the time of writing, IDRC information systems were not set up to facilitate gender responsive budgeting. Most researchers (4/5 projects) interviewed about gender through FGDs believe that their projects could have been more gender sensitive had they included a stronger gender perspective at the beginning of the research design.

## Mainstreaming and Timespan

**Finding 30:** While all IDRC projects take gender into consideration to some extent, with most projects making an effort to mainstream gender throughout research processes and products, the short timespan of IDRC funding is a major barrier to promoting gender transformation.

While several GJ Program research projects didn't include a strong gender perspective during the design phase, POs have generally requested that gender be better integrated during later stages of the research. Because of this as well as the use of participatory methodologies that include women, the evaluation team's review of project documentation found that all GJ Program projects reflected some degree of gender sensitivity. An overwhelming 85% of grantee survey respondents believed that support from IDRC has much enhanced their capacity to integrate gender considerations into their projects while a similar 83% believed that IDRC support has enhanced their understanding of gender issues in research. For those projects that did not explicitly focus on gender equality or women's rights, gender equality principles were still mainstreamed to some degree throughout the research process and products.

This can be seen in project 107043 *Urban Violence Reduction and Citizen Security in Brazil, Colombia, Mexico and South Africa*, that did not originally include a specific gender focus; the project later identified a significant gap in terms of gender sensitive government violence reduction policies, considering that urban violence affects women differently than men. As a result, the project later integrated a stronger gender perspective to highlight the need to develop more gender-sensitive policies. As part of this, the project hired specific speakers who could discuss what gender sensitive violence-prevention strategies look like, and made a conscious effort to engage both female as well as male speakers at conferences.

Another example of a project that mainstreamed gender equality considerations, even though its focus was not exclusively on gender equality, is project 108198 *Strengthening Community Land Rights and Responses to Involuntary Displacement caused by Development Projects in Zimbabwe*. The project mainstreamed gender equality into the project design by including specific research questions around how women were affected by large-scale land acquisitions. It included gender equality considerations throughout the methodology and data collection process by targeting female-headed households to ensure that women's voices were captured, by using different questionnaires for women and men to capture differing experiences, and by using a research team that consisted of both women and men. The final recommendations emerging from the research were also gender sensitive as they addressed the different effects of land acquisitions on different subgroups.

The GJ Program has also funded some projects that have an explicit gender focus and that are designed to contribute toward gender transformation. These projects typically addressed systemic barriers to gender equality and/or social and cultural perspectives that resist gender transformative change. They also often used a highly gender sensitive methodology. Project 107134 *Sexual Violence and Impunity in South Asia* is an example of such a project. The project researched some of the most horrendous sexual crimes that have occurred in Bangladesh, India, Sri Lanka, Nepal, and Pakistan, exploring social constructs that have encouraged a climate of impunity and gender inequality. The methodologies used in this project followed feminist research techniques<sup>33</sup> drawing on an advisory board of feminist activists to help guide the research.

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<sup>33</sup> An example of a feminist research technique used in this project was the intentional decision not to interview survivors of trauma who had already made public statements so as not to place any undue harm on research participants by opening up old wounds.



While these gender-specific projects made important contributions toward improving gender equality and, in some cases, have addressed unequal power dynamics between women and men, stakeholders have explained and the evaluation team's analysis confirms that the limited timeframe and scope of the projects appear to hinder their ability to make considerable contributions toward gender transformative change. Gender transformation requires sustained efforts needing long-term continuous investment. Researchers specialising in gender equality explained that IDRC's typical project timeframe of three years was an inhibitor to promoting gender transformative research. While the cohort approach has the potential to support gender transformative work by bringing together complementary projects, gender transformative work also requires intentionally selecting projects that can build on the results from previous ones. POs make an effort to build on the results of previous projects but this is not done in a consistent way across the Program. POs have also explained that gender transformative work also requires a large coordinated and synergetic approach across IDRC programs. IDRC currently does not have an organisation-wide Gender Equality Strategy to facilitate these cross-program synergies. POs and researchers with significant gender expertise are in agreement that projects that are gender transformative require significant time and resources to sensitise stakeholders around the root causes of gender inequality and to address structural barriers that lead to unequal power dynamics between men and women.

## Technical Support

**Finding 31:** POs have provided important and highly appreciated support to researchers around gender equality that has increased the degree of gender sensitivity within their work. However, this support to researchers varied, depending on the gender-specific technical capacities across POs. Researchers require further support to mainstream gender throughout their work, integrate a consistent and meaningful gender analysis, and highlight how research has contributed toward improved gender equality.

Researchers explained that POs have played a prominent role in supporting them to better integrate gender equality considerations throughout their work largely by: 1) highlighting gender equality areas that require further investigation (i.e. how a policy may affect women differently from men) and 2) supporting more gender-sensitive methodological research designs (i.e. better engaging women throughout data collection processes). In fact, 83% of grantee survey respondents stated that IDRC's support has contributed to their project's methodological design being more gender-sensitive.

Practical ways that POs have supported researchers to increase their capacities around gender equality have been by providing specific gender mainstreaming workshops during the project design phase. For instance, a gender mainstreaming workshop was provided for *Project 106743 Strengthening West Africa Research Capacity on Security Issues: Internships at the Institute for Security Studies*. Researchers also mentioned that the Program has been supportive of hiring gender experts as part of the research teams (example: *Project 108477: Responses to Female Youth Violent Extremist Group in Mali and Niger*) and by establishing research advisory groups consisting of gender experts (example: *Project 107134: Sexual Violence and Impunity in South Asia*).

POs have intentionally explored the concept of intersectionality, which examines the interconnected nature of social categorisations such as race, class, and gender as they apply to a given individual or group, creating overlapping and interdependent systems of discrimination or disadvantage. This has helped deepen the Program's understanding of how gender intersects with other forms of vulnerability. As part of this deeper gender analysis, POs have also intentionally selected LGBTI projects to encourage deeper gender reflections and to support the advancement of LGBTI rights. While this has been appreciated by stakeholders, GJ Program staff and researchers have indicated that POs have varying degrees of knowledge and technical capacity to support LGBTI projects, with some requiring further training in order to be able to more effectively support these projects. Stakeholders have also noted a need for POs to further promote linkages between the LGBTI and women's movements.

Within this context of overall strong gender equality support provided by POs to researchers, the evaluation has found a number of areas where researchers require further gender equality capacity strengthening. The following points identify where further gender equality support is most required:

- 1) Some researchers need training and awareness raising to understand that all forms of research are inherently not gender neutral and require gender mainstreaming. Through interviews, POs have mentioned some challenges around gaining the necessary buy-in from researchers to integrate gender mainstreaming throughout their research, with some researchers reflecting an inaccurate belief that research can be "gender neutral".
- 2) Even projects that explicitly focus on women's empowerment and gender equality require gender to be mainstreamed throughout. Projects that explicitly focus on women's empowerment and gender equality do not necessarily thoroughly integrate gender mainstreaming. For instance, stakeholders from *Project 107134 Sexual violence and Impunity in South Asia* explained that they had later realised that the project had only focused on sexual violence against women and had not mainstreamed gender concepts throughout by examining how sexual violence affects men. A concern along the same lines was reflected by another PI from a different project who explained that "The biggest problem with gender and research is that the only time we can tick the box is when we talk about women. Men remain genderless and only when we talk about women is there gendering".
- 3) Researchers require support and tools to conduct formal gender assessments during the project design phase. The evaluation team found that a formal gender assessment is not consistently conducted during the project design to identify gender equality priorities, reveal gender equality entry points and to clearly establish measurement tools and targets that can indicate the extent to which the research will contribute toward improvements in gender equality.
- 4) Many researchers struggle to include a meaningful gender analysis throughout the research findings and recommendations. Both POs and researchers have identified that researchers generally require training on how to incorporate a gender analysis beyond merely presenting sex disaggregated data. Stakeholders have explained that gendered aspects of research should not only be integrated throughout the research but that gender itself should also be considered as an important outcome of the research.
- 5) Researchers require support to effectively articulate how their research has contributed toward improved gender equality and to identify future-oriented gender equality entry points so that follow-up projects can build on results. A review of project documentation has found that the

ability of researchers to articulate how their research contributed toward improved gender equality varies considerably across research teams and that final reports do not clearly identify the points of entry where future initiatives could continue building on the gender equality results achieved through the research.

Some POs are very strong at providing gender equality support to researchers, but the level of gender expertise among POs varies. Since POs are the primary points of support for researchers, it is essential that POs have the necessary gender expertise required to provide POs with the support they need. Currently, the GJ Program does not have an up-to-date understanding of the different degrees of gender capacity within its PO team and is therefore unsure as to where additional support and training around gender equality should be placed. At the time of writing, the GJ Program did not have formal systems in place (apart from some informal support offered to POs through an IDRC-wide gender equality working group) to help support POs that required additional guidance. For instance, the evaluation team found that, despite interest, there was no formal gender equality toolkit at the disposal of POs to help them support research projects to become more gender sensitive or to contribute in a meaningful way toward gender transformation.

### 6.3 Monitoring and Evaluation

**Finding 32:** The GJ Program has made recent efforts to improve the quality of its internal results monitoring and reporting system. While a logical system has been put in place, it requires significant strengthening to capture comprehensive data that can be compared across projects in a timely and efficient manner.

The GJ Program uses a monitoring and reporting system designed to collect data according to the following three-step process:

- 1) PIs are required to fill out a results monitoring technical report annex on a periodic basis that requests results information that can feed directly into the GJ results indicators at the output, immediate outcome, and intermediate outcome levels.
- 2) POs review the technical report annexes, add any missing information, and/or ask for additional clarity from the PIs.
- 3) The PMO inputs the data from the technical report annex into the IDRC-wide Trackify results management system.

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*Every time we report on research findings to the PO, we receive extensive feedback to help us to further investigate particular areas or clarify concepts. This kind of real-time feedback has been very helpful to improve the quality of our research.*

- Cohort PI

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POs are largely engaged in monitoring the research throughout project implementation. They typically conduct several monitoring visits throughout the course of each project to validate data reported by grantees and provide support to the grantees during the preparation of progress reports. This regular

monitoring support is largely appreciated by grantees and most grantees have reported that it has helped them to modify their research and make improvements along the way.

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*It should be an in-house responsibility of IDRC to ensure that projects feed into their Impact Pathways.*

- GJ Grantee

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While this monitoring and reporting system is logically structured, its current implementation is inefficient and results in the collection of incomplete data. IDRC staff have indicated that the technical report annexes are not completed by the PIs on a regular basis and that POs are not consistently diligent in asking PIs for this information. When reports are completed, they are often not carefully reviewed by the POs to ensure that the results are correctly reported so as to feed into the established results indicators. When the PMO is required to input the data into the Trackify system, these irregularities have to be fixed by requesting that the

PO go back to the PI to obtain the correct data. This step to properly assign results to the correct indicators is lengthy, time consuming and inefficient. It has been reported that the PMO is often required to mitigate these challenges by directly extracting relevant data from the PCRs. This is also a hugely time-consuming process that does not guarantee that the correct results will be captured.

In addition to these challenges around efficiency and the risks they pose in terms of missing out on important results, the PCRs themselves are not structured so as to systematically capture the Program's specific results indicators. This means that important results may not be documented within the PCRs and therefore not fully captured by the reports.

Key informant interviews and case studies indicate that some PIs are not fully aware of the IDRC Impact Pathways, making it difficult to present results in a way that can feed into them.<sup>34</sup> While some grantees believe it is useful to understand the Impact Pathways in order to better situate their research within a larger framework, other feel that this is an unnecessary burden placed by IDRC on the grantee.

As part of a Phase 2 of Trackify, IDRC plans to build surveys into the online system to send to grantees directly, which is intended to help solve some of the problems identified above. However, in order for these inefficiencies to be reduced and for results to be captured in a more standardised and systematic way, grantees require a stronger understanding of the Impact Pathways. Since PIs are responsible for reporting on results through the technical reports and monitoring annexes, they need to have strong M&E skills and a good understanding of results levels and the logic around how they feed into Impact Pathways. It may, however, not be easy in all cases to get the necessary buy-in from researchers to invest their time and energy (and learn new M&E skills) to more effectively report on results. Some researchers have reported feeling that M&E should be an in-house responsibility within IDRC and not placed on the shoulders of the researchers. Researchers explicitly stated on several occasions that any additional tasks associated with project coordination and results monitoring and reporting would need to be accounted for within the research budget.

<sup>34</sup> There was mixed knowledge around Impact Pathways among grantees interviewed as part of the South Asia and Latin America field missions.

## Missing Elements

**Finding 33:** While the GJ Program has invested in a comprehensive results framework that logically leads from outputs to impact, the system is missing important elements to identify lessons learned and to inform on the non-achievement of planned results.

The GJ Program has defined quantitative results indicators linked to output, immediate outcome, and intermediate outcome level results to generate comprehensive data across projects. Through the use of Impact Pathway logic, this data is then aligned so as to demonstrate how these results are likely to contribute toward larger development outcomes. For example, the indicator “# of actions, individual or collective, taken by members of affected groups based on a greater awareness of rights” is used to measure progress toward the immediate outcome “community groups are more aware of their rights”. This then feeds into the intermediate outcome “vulnerable groups are empowered to influence and transform cultural, economic, and social norms to reduce conflict and violence”, which is linked to the development outcome “more inclusive and safe cities” (see Appendix VIII for a visual representation of the GJ Impact Pathway).

IDRC has also taken the initiative to develop an organisation-wide monitoring and reporting system called Trackify to facilitate similar reporting across its programs so as to inform organisation-wide results. This important quantitative data is complemented with a qualitative narrative, which is helpful for understanding the significance of the numerical data (see Appendix VIII for an example of a qualitative description that accompanies quantitative Trackify data).

While this system generates important information on achieved results, it currently does not effectively capture areas where planned results may not have been achieved and the reasons for this. The non-achievement of results is designed to be captured within PCRs. However, researchers have explained that the non-achievement of results and the reasons for this are often not well enough elaborated on within the PCRs. For instance, one researcher explained how “the current reporting tool captures the positive outcomes but doesn’t well enough capture the challenges we faced... [S]ome time should be specified in the program plan to focus only on challenges. Success stories are shared with pride but we lack coordination around challenges”. To reiterate, while the non-achievement of results and the factors affecting success are discussed to varying depths and degrees within the PCRs, important learnings from the non-achievement of results are currently not elevated to a higher level through the Trackify platform. The upcoming Phase II of Trackify is, however, expected to incorporate PCR data.

Another important learning tool for organisations is the use of lessons learned. Such lessons should highlight good practices but also insights around what approaches do not work so that future projects can learn from both the positive and less positive experiences of previous projects. Lessons learned are useful contributions to organisational knowledge and should be easily accessible in collated (or collatable form) so as to readily inform similar programming in other contexts. As of now, the Trackify system does not include a specific section where lessons learned are reported and lessons are not being effectively shared within the Program through other mechanisms.

## Usefulness and Appropriateness of the M&E System

**Finding 34:** Researchers expressed mixed views around the usefulness and appropriateness of the IDRC monitoring and reporting system. While some researchers have pointed to the benefit of reporting to generate self-reflection, others have indicated that the administrative and financial burdens of results monitoring and reporting are too high. Emerging researchers and projects assuming the role of multi-country or cohort coordinators appear to be experiencing a higher administrative burden.

As explained in the previous findings, grantees are required to submit technical reports on a periodic basis outlining achieved results. Several interviewed grantees expressed appreciation for the monitoring and reporting requirements as they found them to be opportunities to reflect on the research and make improvements to the research process. As one researcher from a cluster explained, “Reports force you to track your progress, and help to make results apparent as the work progresses.”

Others have expressed that the monitoring and reporting requirements are quite substantial and that the technical reports require a great deal of specific detail. Numerous grantees have indicated that the budget allocated to them by IDRC is insufficient to cover the monitoring and reporting requirements requested of them since most of the funds are allocated toward the research itself.

Researchers who operate on a small scale or who are emerging actors appear to particularly find the monitoring and reporting requirements burdensome, as they often do not have the institutional support required to assist with this administrative work outside of the IDRC research grant. Some project coordinators for multi-country projects as well as cohort leads have also reported that they find the monitoring and reporting requirements burdensome and costly, especially when they are required to provide monitoring and reporting support to the other projects under their supervision. For instance, grantees in Latin America and West Africa have explained that while IDRC mostly finances researchers to work part-time on the project, with all of the administration, monitoring, and reporting requirements, researchers actually have to spend more time than anticipated or budgeted for on the project.

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*The technical reports are very comprehensive, meaning that the researchers have less time to actually work on the commissioned research. Researchers are not paid full-time to work on the project, so it is impossible to do the coordination, monitoring, reporting, and administration on a part-time basis. IDRC either needs to lower its M&E requirements or provide more budget for non-research related tasks.*

- Cohort Project

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# 7 Concluding Thoughts and Recommendations

This final chapter of the report provides our team's concluding thoughts on the GJ Program as a whole. As discussed throughout this report, the GJ Program has made very significant progress since the 2015 External Review on multiple fronts, taking several important recommendations forward and innovating along the way. It bears restating that the GJ Program is well on track to meet its objectives.

At the same time, there are important areas for improvement and further development. This report provides two levels of recommendations, speaking to both the remainder of the current Program cycle on the one hand, and also to longer term considerations for the GJ Program and IDRC as a whole on the other. While these are presented distinct from one another for heuristic purposes, there is clearly overlap between them. Thus, some long-term recommendations would benefit from being launched immediately, while immediate recommendations may very well have long-term implications for the GJ Program and IDRC as a whole.

## 7.1 Effectiveness

### Strategic Outcomes

Overall, this has been a highly effective program, with respect to the production of outputs and in terms of immediate outcomes. In other words, within the Program's sphere of control, it has been successful in reaching or surpassing targets, or is now well on its way to doing so. Indeed, the GJ Program has been successful in meeting its output and immediate outcome objectives. By extension, this has been a productive and well-managed program, able to deliver in its sphere of control. The leap into intermediate outcomes has been good and promising, though somewhat more tenuous for the Program; this is not unusual for an R4D program seeking to have policy and practice gains, as in the translation of policy recommendations into policy change.

In terms of IDRC Strategic Outcomes, the Program has been most effective at supporting leadership development overall, and more so in terms of individual leaders than in contributing to building leading organisations. The GJ Program has been moderately successful at enabling the scaling up of research. While two co-funded partnerships were secured (outside the scope of this evaluation) and modest progress has been made in terms of parallel funding, partnership is an area requiring further development and leveraging.



***Recommendation/Immediate:***

- GJ should provide more intentional institution-building support to grantees, which is now increasingly being recognised as favouring development impact. In particular, GJ should provide additional guidance and support to organisations in the development of their resource mobilisation strategies (as requested by grantees). Into the future, this could be done through broader training and specific support delivered as an IDRC-wide priority (either through in-house capacity or in collaboration with external experts in the field).
- GJ and IDRC communications should develop a more strategic and structured collaboration, including a workplan with touch points for the remainder of the Program cycle, based on a clear view of opportunities and constraints.
- The GJ Program should receive the support of a PO-KT, to enable further learning at Program level, and create a more appropriate and dynamic bridge between GJ and the Communications Division.

***Recommendation/Long-term:***

- IDRC and Program Area leadership should more explicitly articulate the specific meaning of the strategic priorities in the next strategic plan, to avoid the ambiguity of the most recent plan's use of the 'building leaders' concept.
- GJ should consider providing additional strategic and financial scaling support to selected, performing and promising research projects. To do so, GJ should consider structuring a second scaling-up phase to GJ projects specifically intended to support the scaling of promising research project, informed by the structure of some other IDRC programs (e.g. Canadian International Food Security Research Fund [CIFSRF]).
- To appreciate the extent to which GJ projects have had meaningful impact, the GJ Program should consider undertaking a tracer study of the most promising projects going forward (e.g. an assessment of the implementation of the laws and policies that have been modified or improved). A list of 12 possible project candidates that have all produced intermediate outcomes has been included in Appendix V.
- IDRC, IE and GJ Program leadership should work in close alignment to develop a shared strategy for the development of partnerships, with a specific focus on parallel funding.

## 7.2 On Relevance

The GJ Program is highly aligned with local and national priorities, and less so with respect to regional and global priorities. There is much potential for the Program's relevance to be increased at regional and global level, and also with concomitant actors.

***Recommendation/Immediate***

To be better positioned regionally and globally, GJ projects should be more intentional and consistent in their alignment with respect to specific regional (e.g. African Union security agenda) and/or global agendas (e.g. SDGs). This would include the mapping of relevant development and peacebuilding actors, and development of engagement, outreach and uptake strategies.

## 7.3 On Thought Leadership

### Themes and Research Priorities

GJ themes should be more inclusive and effective in their framing, in line with IDRC-wide priorities and GJ Program contextual experience (e.g. of POs), ensuring that programmatic research areas reflect both top-down and bottom-up priorities.

#### ***Recommendation/Long-term***

- GJ themes need to be crafted at the Program level while being intentionally aligned with the strategic priorities of the IE Program Area and IDRC as a whole.

The GJ Program should balance thematic diversity with the Program resources available to support in-depth research. The themes themselves should be increasingly 'integrated' and multifaceted in their framing. Thus, the following themes should likely be maintained and developed further, based on the above guidance: Justice and Social Protection (extending 'Access to justice'), and Gender and Social Norms (extending 'Reduction of GBV' and including health-related human rights issues). The youth-related work should also be developed with a reformulated thematic moniker, possibly as Youth, Resilience and Violence Prevention. The 'Creation of safer spaces' could become 'Safer Spaces', evolving to include virtual spaces and hybrid approaches.

## 7.4 On Strategic Niche

The GJ Program has an important and multifaceted strategic niche that should be developed in the following ways.

#### ***Recommendation/Long-term***

- The GJ Program should be more intentional, focused and committed to supporting research on and in the most fragile contexts. It should do so through its support of projects specifically, as well as of the research ecosystem, including organisation and institution building, research support and capacity building, and in creating opportunities for outreach, networking and reputation building of those working on and in fragile environments.

Supplementing and building on its highly relevant work at local and national levels, the GJ Program should more strategically and intentionally situate its work at regional and global levels, with greater coordination across different IE Programs. This would also entail providing strategic support to regionally focused and positioned research organisations, and supporting regionally anchored discourses (close to local and national issues, and conveyed into regional and global debates). GJ should support the strongest regional organisations among but not limited to grantees, while also creating/enabling research partnerships that involve emerging organisations.

## 7.5 Strategic Implementation

### Overall Approach

The *technical support* from POs, the use of *participatory methodologies*, and the degree of *flexibility* within GJ in terms of project timeline, deliverables, and budgeting are three elements that are greatly appreciated by researchers and that set GJ apart from many other funders.

#### **Recommendation/Immediate**

- These important characteristics should be safeguarded by the organisation and encouraged to flourish.
- In addition to participatory methodologies, the GJ Program should support the use of mixed methods, encouraging the integration of quantitative methods into research projects. Doing so will heighten the projects' value at all levels, including at regional and global levels, complementing cohort-based comparative qualitative research.

### PO Networks and Knowledge-Sharing

The GJ Program relies heavily on the professional and personal networks of its POs. While this is one of the Program's greatest strengths, important knowledge and capacity can be lost to the organisation if POs move on to other positions. Investing in formalising knowledge and information-sharing across POs can help to mitigate this risk and ensure this valuable information remains available to the GJ Program.

#### **Recommendation/Immediate**

- PO knowledge should be documented and shared systematically across the Program and IDRC more widely (especially information relating to networks, researchers, emerging research themes, etc.).

### Enabling Concrete Actions

Participatory methodologies are empowering stakeholders, but GJ still has a weak link when it comes to the promotion of concrete action.

#### **Recommendation/Long-term**

- Intended research users who are institutional decision makers (i.e. policymakers) should be better engaged in research projects from the beginning (i.e. from the design phase) to encourage ownership and buy-in and to ensure that the research can be practically used to make concrete changes.

GJ should enable researchers to better connect their work with that being done at the global level, either through participating in international forums and conferences, connecting with regional/ international policy networks, or working directly with international agencies on projects.

## 7.6 On GJ Support

IDRC in general, and the GJ Program more specifically, are widely respected for providing both research funding and important wider support, which all goes a long way toward empowering organisations to undertaking relevant and innovative research. However, data suggests that support provided during implementation is not as consistent as the support provided at inception.

### ***Recommendation/Immediate***

- The support provided by the GJ Program throughout the lifecycle of research projects should match that which is offered at inception in relevance, timeliness and quality. Considering the large portfolio of projects that POs have to manage, some support provided to cohort-based project during implementation could potentially be outsourced to an external entity (as is currently being done for projects in the Economic Opportunities & Violence LAC cohort). The PO would still play a role in the cohort, but it would be one that is more closely related to management and oversight, rather than regular technical support (although the PO should still attend key meetings, such as joint inception workshops). A strong regional organisation would be better positioned to assume this function (as is the case with FLACSO), as it would be familiar with the regional context and could attend regional capacity building workshops. In cases of a cohort involving more than one region, an organisation in each region would be required. Where and when possible, project researchers would benefit from poignant contact with IDRC POs through webinars, conferences, and international meetings (digital or otherwise).

### ***Recommendation/Long-term***

- To alleviate the sometimes-unmanageable burden on POs through project implementation, the GJ Program should continue to prioritise cohort-based projects (since providing capacity building through joint workshop is more cost-efficient than providing support to individual and cluster-based projects), and only support standalone projects for cases in which the Program is experimenting with new ground. The IDRC project could also consider supporting fewer and larger projects in its portfolio, as this should enable the Program to provide more targeted support to each project.

## 7.7 On Cohorts

### **Overall Model**

The cohorts are an important strategic and programmatic investment that should be maintained and pursued into the future, for the GJ Program and more widely at IDRC. There are a number of ways the cohort model could be improved.

### ***Recommendation/Immediate:***

- To the extent possible, cohort projects should be launched at the same time. Where this is not possible, the integration of subsequent projects should be undertaken with care and intentionality so as to avoid their perceived marginalisation.

- Grantees within a cohort should be strongly encouraged to take part in more frequent, informal meetings with the objective of exchanging with their peers between formal, face-to-face encounters. This would allow grantees from the cohort to further standardize the methodologies that they use (thereby further strengthening research quality) while also exchanging on good practices regularly so that these can be integrated on an ongoing basis into research implementation. The responsibility for organising these informal meetings should be with the cohort coordinator. Cohort coordinators and grantees should also be given access to low-cost, web-based platforms (for example, Zoom) to facilitate regular encounters.
- The coordination and synthesis of research projects need to be developed and undertaken more intentionally right from the beginning of research projects and cohorts. Entrusting the coordination and synthesis function to an external organisation from the very beginning constitutes a good practice that should be instituted across the GJ program when implementing the cohort approach. Having the same organisation provide methodological support and follow-up visits to the research teams ensures that projects are well coordinated, and also allows the coordinating organisation to know the projects well, therefore better positioning it to synthesise results. As for the provision of support during implementation (highlighted in the previous recommendation), entrusting this function to a strong regional organisation also has the merit that such an organisation better understands the context, which is likely to lead to higher quality products resulting from research synthesis.
- Due to cultural and linguistic barriers, and also because of different institutional contexts, GJ should consider forming small cohorts that are regionally (and sub-regionally) based.

#### ***Recommendation/Long-term:***

- In addition to overseeing the management of cohorts, GJ (and other Program) POs should continue to be responsible for ensuring that research questions addressed by cohorts are aligned with regional/global discourse, mainly by drafting the ToR for the Calls for Proposals. Additionally, POs should be responsible for overseeing the work of the cohort coordinator/synthesis lead (including their organising of cohort-based joint activities), and review technical reports from grantees, thereby continuing to play a key project and cohort-based M&E function.

## **7.8 On Gender**

Gender equality is rightly an important priority for IDRC and GJ (as well as the Government of Canada). The Program is making important strides toward increasing its contributions on gender equality. However, there remains room for IDRC and GJ to continue strengthening its gender equality approach. Strengthening its approach is particularly important if IDRC intends to contribute toward gender transformative change.

#### ***Recommendation/Immediate:***

- POs should provide *more tailored support* to GJ researchers during the proposal application stage and the project design stage to ensure that gender equality considerations are thoroughly addressed in the research design and methodological process. Addressing gender equality in a meaningful way requires some technical skill and knowledge around gender equality concepts that not all researchers necessarily possess. POs should be aware of this and should intentionally provide more meaningful gender equality guidance at the beginning of the research process.

- The level of gender equality knowledge is not consistent across POs. As gender is a cross-cutting theme and a major GJ (and IDRC) priority, all POs should have the necessary gender skills to support researchers in a meaningful way. IDRC should conduct an assessment to identify the current level of gender knowledge within this and other teams (especially among POs), as well as any knowledge or skill set gaps. This could be done through an internal anonymous survey, group discussions, training seminars, etc.
- IDRC should then develop a gender equality capacity development plan for its staff. As part of this plan, IDRC should develop gender equality tools and materials to support POs across programs. The toolkit could include: A gender assessment tool; Guidance around how to establish gender entry points, results targets, and measurement tools; Workshop materials to support the training of researchers; Guidelines on how to effectively integrate a gender analysis into research findings and recommendations; A formal rating system to assess the level of gender responsiveness of each project.
- Some of the areas where trainings could be focused (based on the results of this evaluation) include building the technical capacity of POs to:
  - Further support LGBTI projects (including facilitating a stronger link between the LGBTI and women’s movements);
  - Mainstream gender throughout projects (including those projects that are already focused on gender or that are targeted toward women’s empowerment). This may include workshops on how to articulate the importance of gender mainstreaming to researchers who may be resistant;
  - Conduct gender assessments (including what elements to include in the gender assessment design and how to implement it) and how to use the results to inform the Program design;
  - Support researchers in applying a meaningful gender analysis throughout the research findings and recommendations; and
  - Report on gender equality results and identify future gender equality entry points that can build from the results of the research.
- At the end of the project, POs (or PO-KTs) and PIs should conduct a gender performance assessment to understand how well gender was integrated. Reporting should clearly identify gender equality results as well as provide insights around what is needed next in terms of gender equality (to help establish gender equality entry points for future research to build on the results of the completed research).

### ***Recommendation/Long-term:***

- GJ should continue supporting the development of an *IDRC-wide gender strategy* that can help to standardise the organisation’s approach to gender equality and provide important strategic and implementation guidance across programs. This is particularly important if IDRC is serious about promoting gender transformative change. This kind of change requires a long-term strategic vision to address the complex institutional barriers and social and cultural beliefs that inhibit equality between women and men. To address complex barriers and to transform power dynamics between women and men also requires “digging deep” and intentionally building on previous results. Therefore, GJ project selection should take this into consideration and there should be an intentional design whenever possible to build on previous results.

## 7.9 On M&E

IDRC takes M&E very seriously, and the GJ Program is no different, as demonstrated by this evaluation. The following recommendations are geared at improving the value and efficiency of M&E practices as undertaken by the GJ Program, given there are variations across programs at IDRC.

### ***Recommendation/Immediate:***

- Inefficiencies in the monitoring and reporting process should be reduced. To do this, researchers need to have a stronger understanding of the GJ Impact Pathways and how results at different levels feed into each other. This information should be shared more directly with ongoing projects and could be better emphasised during the project inception workshops in the future.
- Specific and clear monitoring and reporting guidance, technical support and funding from GJ POs to research institutions is essential in order for grantees to effectively and regularly monitor and report on results. In particular, research coordinators for multi-country projects and cohorts will likely require additional funding support to cover current monitoring and reporting requirements.

### ***Recommendation/Long-term:***

- GJ Program Impact Pathways should be reviewed to bring greater clarity and attention to the link between immediate outcomes on the one hand, and intermediate and development outcomes on the other. As things stand, the links between immediate and intermediate outcomes are underdeveloped. Indeed, GJ needs to clarify its programmatic and substantive (e.g. financial, network development, etc.) commitment to intermediate and development outcomes, and communicate this to grantees consistently. Also, GJ's Impact Pathways document and representation should be reviewed to make it a usable tool, able to frame and map the Program's focus and efforts. The review should address the underlying assumptions of the current Impact Pathway. Such an endeavour would help GJ favour the production of intermediate and development outcomes.
- The Trackify system should have a dedicated section for lessons learned, so these are accessible to future projects (to POs, to researchers, etc.). Lessons learned should be presented in a succinct generalisable format that can allow for experiences from one project to inform other projects. Lessons should focus not only on what worked well but also on what lessons could be offered to others. This framing should help researchers to more readily share information about the challenges they faced and what they learned from them. This question should be included in PCRs.
- Researchers as well as POs may require some training around how to identify and communicate useful lessons learned. This is a consistently weak area for most development organisations, while also holding the potential for dramatically increasing an organisation's ability to learn and make better-informed decisions.
- To inform programming decisions, lessons relating to specific project elements (i.e. thematic, geographic, strategic, etc.) should be taken from the inventory list and *discussed within planning sessions*. This is a good practice that should be included at the start of all project designs and during GJ planning sessions and staff capacity development workshops



## 7.10 Concluding Thoughts

The GJ Program has undertaken bold and pioneering methodological work in the recent program cycle. The cohort approach has proven a good investment, and one which should be pursued into the future, building further on its strengths and also adjusting some practices to ensure yet greater program relevance and effectiveness. The Program is also playing a key role in building an R4D ecosystem on and in conflict and fragile contexts, despite the innumerable challenges of doing so. Such innovative and important work needs to find a yet greater way to feature prominently within IDRC, sharing its methodological work with other programs and Program Areas, and also working more closely with IDRC high-level stakeholders and systems. Doing so would go some distance toward ensuring that both the GJ Program and IDRC more widely benefit from the Program's experience, while also ensuring that the GJ Program is able to benefit from the institution's long-standing experience and capacities.

## 8 How to Use this Report

This evaluation report will be made publicly available on IDRC's digital library. It is thus accessible to IDRC stakeholders (e.g. staff, grantees, etc.) and the interested general public. This report can be read in a number of different ways. For some, the Executive Summary will suffice to glean high level messages. Others will dig deeply into the entire report to capture its nuances.

The guidance below is meant to inform different users on how they might make the most of the report (without being exhaustive).

A series of webinars in English, French and Spanish provide a summary of the key points of this report. Readers are encouraged to consult and also share the webinars with other interested parties.

### **1. GJ Leaderships and POs**

- This evaluation report serves the purpose of informing the remainder of the current strategic period. GJ leadership and POs will find guidance in the form of immediate recommendations throughout the concluding chapter. There are valuable insights on strengths associated with how the POs support grantees, from design through to reporting, and suggested ways of improving that. There are also insights on how to increase the Program's ability to improve its communication with potential partners and others.
- This evaluation is also meant to inform the GJ Program's development of its strategy beyond 2020. GJ leadership and POs are encouraged to read the whole report, to appreciate the strengths, limitations and opportunities for further development across the Program. Longer-term recommendations are also included in the concluding chapter. Among these are ways of reviewing and using the Program Impact Pathway, improving the regional and global dimensions of projects, and improving the cohort model. Readers interested in the cohort model are encouraged to read the entire report and in particular the chapter on Strategic Implementation.

### **2. GJ Grantees**

While this report is not an evaluation of GJ supported projects, GJ grantees may certainly find some (or indeed all) of the report of interest. In reading this report, grantees will likely find ways of improving some of their current project practises and perhaps ways of undertaking R4D into the future. In reading this report, they may find specific insights on:

- How to improve project effectiveness, from immediate through to intermediate and development outcomes.
- Understand and indeed feed into the thematic development process of the GJ Program.
- Better understand the opportunities afforded by the cohort model.
- Appreciate GJ PO support and how to make the most of it.
- Learn more about how to integrate gender into research, particularly through a gender transformative lens.
- Get a better sense of how the GJ Program works, with its strengths and constraints.

- Gather ideas for future research.

### **3. IDRC Management and Board of Governors**

As with all evaluation reports, this one is a management document, which can and should be used in a number of strategic ways. Some of these include:

- Examining findings, analysis and recommendations related to IDRC Strategic Outcomes, including leadership, scaling up and partnership.
- The report should be used to feed into the post-2020 IDRC Strategy overall. For instance, it speaks to the cohort model, which may be considered more widely at IDRC. The discussion on co-funded and parallel partnerships should be of particular interest. There are also M&E issues that apply not only to the GJ Program, but more widely to IDRC.

### **4. IDRC Partners**

IDRC partners may also find a number of insights in this report, about the GJ Program specifically, about IDRC more broadly, and also about R4D trends and innovations they may wish to consider in their own work. So, overall, in reading this report, IDRC partners may:

- Gain a clearer idea of how the GJ Program works and boldly innovates.
- Consider the GJ Program's added value, stimulating ideas for potential collaboration.

## Appendix I Evaluation Matrix

THEMES	EVALUATION QUESTION	AREAS/TOPICS	INDICATOR/ ANALYSIS	SOURCE
<b>Governance and Justice contribution to program outcomes and IDRC's Strategic Plan</b>	At this point in the strategy cycle, what significant program outcomes are emerging?	Program Outcomes / Effectiveness	<p>Evidence of key program outputs:</p> <ul style="list-style-type: none"> <li>• Knowledge creation</li> <li>• Translation into policy recommendations</li> <li>• Network creation/strengthening</li> <li>• New leaders supported</li> <li>• Strategy and tool development</li> </ul> <p>Evidence of key program immediate outcomes:</p> <ul style="list-style-type: none"> <li>• Evidence that community groups are more aware of their rights</li> <li>• GJ funded research informs policy debates and practice</li> <li>• GJ funded innovations are well positioned to be used widely</li> </ul> <p>Alignment of program outcomes with Impact Pathways</p> <p>Analysis of distinctions between standalone projects/clusters/cohorts</p>	<p>Program reporting</p> <p>Stakeholders: Project teams, synthesis leads, IDRC, users</p> <p>Survey of project teams</p>
	What were the constraining or facilitating factors?	Program Outcomes / Factors of Effectiveness	<p>Stakeholder perceptions of constraining or facilitating factors of effectiveness</p> <p>Reporting on constraining or facilitating factors of effectiveness</p>	<p>Program reporting</p> <p>Stakeholders: Project teams, synthesis leads, IDRC, users</p> <p>Survey of project teams</p>

THEMES	EVALUATION QUESTION	AREAS/TOPICS	INDICATOR/ ANALYSIS	SOURCE
	To what extent are the program outcomes relevant and significant in their context? Who are they important for and why?	Program Outcomes / Relevance to Context	Evidence of relevance of program outcomes to different stakeholders Analysis of distinctions between standalone projects/clusters/cohorts	Program reporting Stakeholders: Project teams, synthesis leads, IDRC, users Survey of project teams
	How clear and intentioned is GJ work in terms of identifying and being part of global agendas around which donors and key stakeholders coalesce? To what extent and in what ways has the work of the GJ team contributed to the program outcomes (as per our Impact Pathway)?	Program Outcomes / Relevance and Positioning of Program-level Engagement in Global Agendas	Evidence of GJ intentionality in terms of identifying and being part of key global agendas Alignment of GJ themes/research questions with current global issues Alignment of GJ themes/research questions with SDGs 5, 10, 11 and 16 Evidence/Extent of engagement and networking with donors by grantees and IDRC Evidence/Extent of engagement and networking with research users by grantees and IDRC Analysis of specific support areas/practices along the Impact Pathways – tracing (lack of) support Evidence of program-level collaborations: event planning, event participation (local, national, regional, global) Evidence that GJ informs and/or builds on key sustainable development reports (local, national, regional, global) Stakeholder perceptions of GJ contributions Analysis of distinctions between standalone projects/clusters/cohorts Evidence of progress since previous evaluation	Program reporting Stakeholders: Project teams, synthesis leads, IDRC, users Survey of project teams

THEMES	EVALUATION QUESTION	AREAS/TOPICS	INDICATOR/ ANALYSIS	SOURCE
	To what extent is there evidence of GJ-supported research contributing to development outcomes?	Development Outcomes of GJ Program	<p>Extent to which GJ informed/contributed to the following development outcomes:</p> <ul style="list-style-type: none"> <li>• More inclusive and safe communities</li> <li>• Reduced violence against women and youth in the public and private spheres</li> </ul> <p>Stakeholder perceptions of GJ contribution to development outcomes, as defined in GJ's Impact Pathway</p> <p>Analysis of distinctions between standalone projects/clusters/cohorts</p> <p>Evidence of progress since previous evaluation</p>	<p>Program reporting</p> <p>Stakeholders: Project teams, synthesis leads, IDRC, users</p> <p>Survey of project teams</p>
	<p>How is GJ contributing to the Centre's strategic objectives on building leaders, scaling impact and partnerships?</p> <p>What are some examples of good practice?</p>	<p>Building Leaders</p> <p>Scaling Impact</p> <p>Enabling Partnerships</p>	<p>Stakeholder perceptions of GJ contribution:</p> <ul style="list-style-type: none"> <li>• Building Leaders</li> <li>• Scaling Impact</li> <li>• Enabling Partnerships</li> </ul> <p>Evidence of external recognition of grantee leadership (awards, committee participation, fellowships, etc.)</p> <p>Evidence of policy impact (influence on policy processes; shaping policy debates; shaping programming; publicity; at local, national, regional and/or global levels)</p> <p>Evidence of GJ program and project level engagement and partnerships (with/without additional funding; with multi-sectoral actors)</p> <p>Analysis of distinctions between standalone projects/clusters/cohorts</p> <p>Evidence/examples of particularly good practices</p>	<p>Program Area documentation – Inclusive Economies</p> <p>IDRC-wide documentation</p> <p>Stakeholders: Project teams, synthesis leads, IDRC, IDRC development partners (if applicable), users</p>

THEMES	EVALUATION QUESTION	AREAS/TOPICS	INDICATOR/ ANALYSIS	SOURCE
	How could GJ's contributions to program outcomes and strategic objectives be enhanced (including both mitigating shortcomings and leveraging current opportunities)?	Enhancing GJ Outcomes	Perceptions on shortcomings hindering GJ's contribution to program outcomes and strategic objectives Perceptions of IDRC staff on current opportunities that could be leveraged to enhance GJ's contributions to program outcomes and strategic objectives	Stakeholders: Project teams, synthesis leads, IDRC, IDRC development partners (if applicable), users Survey of project teams
<b>Effectiveness of Strategy Implementation – Thematic</b>	To date, how effective and appropriate have GJ's programming themes, research approaches and methodologies been to meet program objectives?	Thematic and Methodological	Stakeholder perception of GJ Themes (relevance and effectiveness) and narrowing down of the number of themes Evidence of innovative research design methodologies Evidence of interdisciplinary research Extent to which individual POs have moved toward increased, collaborative, cohort-type approaches to programming Stakeholder perception of the relative/comparative value of the standalone project vs. cluster vs. cohort approach Stakeholder perception of GJ research approach (relevance and effectiveness): projects/clusters/cohorts Stakeholder perception of GJ methodologies (relevance and effectiveness): projects/clusters/cohorts Stakeholder perception of different approaches and strategies to research/knowledge synthesis: PO-led vs. individual projects vs. clusters vs. cohorts Extent to which clusters are linked/interconnected Stakeholder perception of the value of linking/interconnecting clusters Evidence of progress since previous evaluation	Program reporting Project level comparative reporting Stakeholders: Project teams, synthesis leads, IDRC, users Survey of project teams



THEMES	EVALUATION QUESTION	AREAS/TOPICS	INDICATOR/ ANALYSIS	SOURCE
	What strengths and areas for course correction have emerged from GJ decisions about programming themes and how might these be leveraged or mitigated?	Thematic and Methodological Course Adjustments	Not applicable (N/A) (see below)	N/A
	<p>What are potential future programming directions stemming from this evidence?</p> <p>What are areas of comparative strength, opportunity or untapped potential that GJ might think about pursuing in the future, to develop a strategic niche?</p> <p>To increase effectiveness in terms of meeting sustainable development outcomes, thought leadership, etc.?</p>	Future Programming Directions / Strategic Niche / Thought Leadership	<p>Perception of stakeholders on GJ's comparative strengths and strategic niche</p> <p>Perception of stakeholders and key thematic areas/questions that should be addressed by GJ</p>	Stakeholders: Project teams, synthesis leads, IDRC, IDRC development partners (if applicable), users

THEMES	EVALUATION QUESTION	AREAS/TOPICS	INDICATOR/ ANALYSIS	SOURCE
	Has the choice of themes/focus proven effective for GJ? Should or should these not be more intentional and planned moving forward?	Future Directions / Themes	N/A (see above)	N/A
	How can GJ better position itself to become a thought leader at the global level?  What platforms, events, or mechanisms could be used?	Future Programming / New Opportunities	Perceptions of research users and others on ways IDRC could better position itself to become a thought leader around issues related to governance and justice  Perceptions of research users and others on existing platforms GJ could use to position its research for use	Stakeholders: Project teams, synthesis leads, IDRC, IDRC development partners (if applicable), users
	<b>Effectiveness of Strategy Implementation – Process</b>	Modalities	Stakeholder perception on identification and selection of grantees (relevance and effectiveness): Targeted modality vs. Closed Calls Stakeholder perception of cohort approach (relevance and effectiveness) Stakeholder perception of the value of RSPs Stakeholder perception of the appropriateness/flexibility of mechanism for integrating additional projects into clusters/cohorts Stakeholder perception of support provided by GJ team to project teams/clusters/cohorts (and identification of factors enabling/hindering their ability to do so) Evidence of progress since previous evaluation	Stakeholders: Project teams, synthesis leads, IDRC  Survey of project teams

THEMES	EVALUATION QUESTION	AREAS/TOPICS	INDICATOR/ ANALYSIS	SOURCE
	What strengths and areas for course correction have emerged from GJ decisions about programming modalities and how might these be leveraged or mitigated?	Modalities: Adjustments	N/A (see below)	N/A
	To date, what are some examples of good practice in terms of strengthening quality research, building capacity of Southern researchers and putting in place strategies and practices to position research for use by target audiences? How could these be enhanced and be applied more consistently among the team?	Identifying Good Practices Overall	Evidence of progress since previous evaluation	Stakeholders: Project teams, synthesis leads, IDRC Document review of best R4D practises Survey of project teams
		Good Practices on Strengthening Research Quality	Stakeholder identification/ perception of good/poor practices on strengthening research quality Stakeholder perception on the contribution of POs to their work, notably of different POs with a cross-program approach Stakeholder perception of the effectiveness of approaches to cluster/cohort 'coordination' (e.g. in different regions, in Canada, individuals, organisations, type of organisations, etc.)	
		Good practices on Building Capacity of Southern Researchers	Stakeholder identification/ perception of good/poor practices on building capacity of Southern researchers Evidence of / Value of peer-to-peer experience-sharing Evidence of / Value of IDRC-led training Evidence of / Value of IDRC support provided to grantee institutions and networks Evidence of rigorous and structured vs. ad hoc capacity building Analysis of distinctions between standalone projects/clusters/cohorts	

THEMES	EVALUATION QUESTION	AREAS/TOPICS	INDICATOR/ ANALYSIS	SOURCE
		Good Practice on Positioning for Use	Stakeholder identification/ perception of good/poor practices on positioning for use (with distinction as to policymakers, researchers, practitioners, advocacy groups, wider public) Evidence of effective communications and dissemination strategies and deployments of: project/cluster/cohort IDRC communications strategies and deployments Stakeholders perceptions of communications and dissemination support of GJ team/POs Analysis of distinctions between standalone projects/clusters/cohorts	
		Possibility of Enhancement Possibility of Consistent Application	N/A	N/A

THEMES	EVALUATION QUESTION	AREAS/TOPICS	INDICATOR/ ANALYSIS	SOURCE
<b>Effectiveness of Strategy Implementation – Cross-cutting</b>	To what extent does GJ integrate gender considerations?	Gender	<p>Variances in the extent to which call documents address gender considerations</p> <p>Degree<sup>35</sup> to which gender is integrated into project PADs, periodic monitoring documents (e.g. technical reports, PMR, etc.) and project outputs</p> <p>Factors explaining variances in gender ratings across key criteria (e.g. region, PO, call/cluster, theme, etc.)</p> <p>Existence of gender expertise within project teams/clusters</p> <p>Grantee perceptions on the extent to which POs provide guidance and support for the integration of gender</p> <p>PO perception on the degree of integration in GJ projects</p>	<p>Project portfolio review</p> <p>Stakeholders: project teams; IDRC</p> <p>Survey with project teams</p>
	How effective is GJ's monitoring system at meaningfully informing programming decisions and corporate priorities? How could it be reinforced?	Monitoring and Evaluation Possibilities of Reinforcement	<p>Evidence of systematic monitoring or progress at program and project level</p> <p>Stakeholder perceptions of the value of the introduction of Impact Pathways</p> <p>Consistency in data quality across different GJ program priorities and portfolios</p> <p>Existence of a data validation mechanism</p> <p>Extent / value of cluster/cohort-based reporting</p> <p>Evidence of shared understanding on the meaning of M&amp;E indicators</p> <p>Evidence of usage of M&amp;E data</p> <p>Extent to which GJ and IDRC M&amp;E more broadly are integrated and complementary</p> <p>Evidence and quality of outcome-level reporting</p> <p>Evidence of progress since previous evaluation</p>	<p>Stakeholders: IDRC</p> <p>Program reporting</p> <p>Trackify</p> <p>Survey of project teams</p>

<sup>35</sup> Degree of integration will be measured using IDRC's gender scale, which encompasses three categories: 1) gender-aware; 2) gender-sensitive; and 3) gender-transformative.

THEMES	EVALUATION QUESTION	AREAS/TOPICS	INDICATOR/ ANALYSIS	SOURCE
	What are the key lessons for GJ to improve its effectiveness for the remaining period of the program?	Lessons Learned	Stakeholder perceptions on key lessons to improve program effectiveness	Stakeholders: Project teams, synthesis leads, IDRC, IDRC development partners (if applicable), users

## Appendix II Stakeholders Consulted

LAST NAME	FIRST NAME	JOB TITLE AND DIVISION	ORGANISATION
Abatan	Ella	Researcher	ISS
Abdoulaye	Illiasson	Fellow	ISS
Adam	Nadia	Fellow	ISS
Adié	Yahaya	Deputy General Secretary	Haute Autorité à la Consolidation de la Paix
Aguilar	Isabel	Regional Technical Advisor for Youth-Related Violence Prevention	Catholic Relief Services
Akum	Fonteh	Senior Researcher	ISS
Alissoutin	Rosnert L.	Methodologist	RADI
Ally Musa	Musa	Commissioner of Police	Department of Community Police
Angarita	Pablo	Coordinator and Lead Researcher	
Ashank	Chandapillai	Researcher	Misaal / Centre for Equity Studies
Azmi	Raia	Research Fellow + Acting Manager, JPGSPH	Bangladesh Rural Advancement Committee (BRAC)
Ba	Alpha	Assistant Coordinator	Université Gaston Berger
Basch	Fernando	Director	San Andres University
Baxi	Pratiksha	Associate Professor, Centre for Study of Law and Governance	Jawaharlal Nehru University, New Delhi
Bodian	Cherif Sambou	Responsible for Communications	Initiative Prospective Agricole et Rurale (IPAR)
Burone	Federico	Programs branch Vice-President, LAC regional director	IDRC
Butalia	Urvashi	Director	Zubaan
Camacho	Natalia	Consultant	Facultad Latinoamericana de Ciencias Sociales (FLACSO)
Cardona	Natalia	Cartologist	
Ceballos	Florencio	Senior Program Specialist, GJ Program	IDRC
Chatterjee	Anindya	Regional Director, ARO Office	IDRC
Cisse	Oumar	Team Leader	Institut Africain de Gestion Urbaine (IAGU)
Cordescu	Iancu	Project Director	Smart Citizen Foundation



LAST NAME	FIRST NAME	JOB TITLE AND DIVISION	ORGANISATION
Coulibaly	Oumoul K.	Coordinator	IPAR
Cowley	Gonzalo	Project Director	Democracy and Development Foundation
Crivello	Gina	Senior Researcher	Young Lives UK
Cuertas	Raman Alexis	Senior Researcher and LGBT Expert	Ideas Para la Paz
Cuesta	Irina	Junior Investigator	Ideas Para la Paz
De la Torre	Pilar	Program Manager	European Forum on Urban Safety
De Rooy Estrada	Fidel	Researcher	FLACSO
Di Giovanni	Adrian	Senior Program Specialist, Law & Development, GJ Program	IDRC
Dinesh	Krithika	Program Manager	Namati
Diop	Cheikh	Judge	Tribunal Départemental de Kolda
Diop	Isibril	Principal Researcher	IAGU
Diop	Rosalie	Researcher	IAGU
Diop Sall	Fatou	Coordinator	Université Gaston Berger
Djomande-Camara	Nalifa	Manager, Grants Administration Division	IDRC
Do	Cam	PL, GJ Program	IDRC
Emmerling	Leonhard	Director, Programs South Asia	Goethe-Institut / Max Mueller Bhavan
Escobar	Carolina	Research / Administration Assistant	N/A
Etherington	Amy	Senior PO, Evaluation	IDRC
Faiz-Rashid	Sabina	Dean, Professor, JPGSPH	BRAC
Flores	Egle	Regional Coordinator	Smart Citizen
Gonzalez	Vanessa	Coordinator communications	Smart Citizen
Gottsbacher	Marcus	Senior Program Specialist (PO), Latin America, GJ	IDRC
Guénette	Louise	Senior Public Affairs Advisor, Communications	IDRC
Guilbeault	Maryse	Ambassador	Embassy of Canada in El Salvador
Gupta	Debayan	Program Manager	Namati
Hassan	Sajjad	Director	Misaal / Centre for Equity Studies
Henley	Meredith	Embassy Political Advisor	Embassy of Canada in Chile

LAST NAME	FIRST NAME	JOB TITLE AND DIVISION	ORGANISATION
Heramejo Hidalgo	Jessica Andrea	Stay-at-home single mother (research user)	N/A
Hernandez Chavera	Beatrice Elena	Community Researcher	
Hossain	Sara	Barrister at the bar of the Supreme Court of Bangladesh and Executive Director of BLAST	Bangladesh Legal Aid and Services Trust (BLAST)
Hutchful	Eboe	Global Expert	African Forum
Julian	Remy	Researcher	Université Gaston Berger
Ka	Ibrahima	Jurist	IPAR
Kane	Abdourahmane	Deputy Mayor	Commune de Médina Gounass
Kane	Zeinaba	Team Leader	Université Gaston Berger
Kathuria	Poonam	Project Director	Society for Women's Action and Training Initiative (SWATI)
Katsande	Rosewita	Researcher	Youth Empowerment and Transformation Trust (YETT)
Kaur	Satnam	Finance and Administration Manager	Namati
Khader	Khatija	Head of Programs	Misaal / Centre for Equity Studies
Killian	Bernadeta	Project Director	University of Dar es Salaam
Kirtsch	Rebeca	Communications Manager	Young Lives UK
Kohli	Kanchi	Legal Research Director	Namati
Lamesse	Fatma	National Researcher	RADI
Lavoie	André	Director, Grants Administration Division	IDRC
Leiva Choriego	Guadalupe	N/A	FUSALMO
Madrji	Carlos	General Secretary of the Global Alliance of YMCAs	Young Men's Christian Association (YMCA)
Madungwe	Talent	Director	YETT
Mahanta	Bidisha	Project Manager	Zubaan
Maira	Margarita	PL	Smart Citizen
Majid	Zakia	Researcher	Shirkat Gah
Mander	Harsh	Director	Centre for Equity Studies
Mann	Gillian	Head of Research and Evaluation	Child Frontiers

LAST NAME	FIRST NAME	JOB TITLE AND DIVISION	ORGANISATION
Maringira	Godfrey	Senior Researcher, Department of Anthropology & Sociology	University of The Western Cape
Mazzacurati	Cecile	Head Secretariat Progress Study on Youth, Peace and Security, A	United Nations Population Fund (UNFPA)
Mazzoldi Diaz	Genica		Ideas Para la Paz
Meenajashi	Kapoor	Program Manager	Namati
Menon	Manju	EJ Program Director	Namati
Milena Montoya	Angela	Entrepreneur	N/A
Mutisi	Martha	Senior Program Specialist, GJ Program	IDRC
Muyambea	Darlington	N/A	N/A
Naik	Mukta	Fellow	Centre for Policy Research
Nanda	Sharmishtha	Technical Specialist	ICRW
Nandi	Subhalakshmi	Regional Director, Asia	ICRW
Nasir	Ali	Haryana State Supervisor	Misaal / Centre for Equity Studies
Nayak	Sampada	Legal Research Associate	Namati
Ndiaye	Ndeye Yande	Research Assistant	IPAR
Ndiaye	Sokhna	Research Assistant	Université Gaston Berger
Ndione	Zipporah	President	Réseau Ouest Africain des Jeunes Femmes Leaders (ROAJELF)
Ngom	Bousson	1. Deputee; 2. Treasurer; 3. President; 4. Chair	1. Assemblée Nationale du Sénégal; 2. Comité national des coopérations rurales; 3. Fédération régionale des groupements de promotion féminine; 4. Ndangalma Village
Ouedraogo	Sylviane	Fellow	Université Gaston Berger
Oumar	Cheikh	Sociologist	IPAR
Parajas	Fernando	Researcher	N/A
Perez Sainz	Juan Pablo	Team Leader	FLACSO
Ponce	Nataly	Senior Researcher	Consultant
Quinto	Oscar	Community Researcher	N/A
Quiroz	Daniela	Coordinator Virtual Incidence School	Smart Citizen
Rashid Salam	Ghausia	Researcher	Shirkat Gah

LAST NAME	FIRST NAME	JOB TITLE AND DIVISION	ORGANISATION
Raynaud	Michel Max	Professeur agrégé, École d'urbanisme et d'architecture de paysage	Université de Montréal
Regueiro	Mariana	PL	Argentinian-German Chamber of Commerce and Industry
Renaud	Marie	PMO, GJ Program	IDRC
Rivas	Ximena	Consultant	N/A
Roy	Rahul	Director	Aakar
Saleem	Ansari	Uttar Pradesh State Supervisor	Misaal / Centre for Equity Studies
Sall	Fatimatou	Deputy Team Leader	IAGU
Sall	Dame	Team Leader	RADI
Sall	Babaly	Coordinator	Université Gaston Berger
Sanvee	Carlos	General Secretary, African Alliance of YMCAs	YMCA
Sarr	Josephine	Consultant	IAGU
Seck	Aliou	Director, Coopération, Planification et Suivi-Evaluation : Agence d'Assistance à la Sécurité de Proximité	Ministry for Internal Affairs and Public Security
Sehgal	Rakhi	Director	Sedane Labour Resource Centre (LIPS)
Shafaque Jauhar	Ansari	Fellowship Coordinator	Misaal / Centre for Equity Studies
Sierra	Xiomara	Researcher	N/A
Singh	Navsharan	Senior Program Specialist, ARO Office	IDRC
Szabo	Sue	Past director, IE	IDRC
Taylor	Peter	Director interim (ended) and Impact Pathway lead, IE	IDRC
Thakur	Nipunika	Coordinator	SWATI
Theroux-Benoni	Lori-Anne	Office Director	ISS
Thiam	Salie	Research Assistant	RADI
Thioune	Ramata	PO, GJ Program	IDRC
Tobo	Paulo	Investigative Assistant	Ideas Para la Paz
Uppaluri	Aparna	Program Officer	Ford Foundation
Ureña	Rene	Researcher	University of the Andes
Vargas Garcia	Alejandra	Senior PO	IDRC

LAST NAME	FIRST NAME	JOB TITLE AND DIVISION	ORGANISATION
Viswanathan	Vidya	Senior Program Manager	Namati
Walwa	William John	Project Manager	University of Dar es Salaam
Weeks	Tarik	Researcher	N/A
Wierenga	Pearl	Second Secretary - Advocacy Program; Program Manager - Canada Fund for Local Initiatives (CFLI), Advocacy Section	High Commission of Canada in India
Zapata	Martín	Researcher	Research Associate en la International Anti-Corruption Academy, Austria
Zavala	David	Coordinator Virtual Incidence School	Smart Citizen

## Appendix III List of Documents Reviewed

### **Strategic Documents**

- IDRC (January 2019). Communications Division activities related to Governance and Justice.
- IDRC (March 2018). Inclusive Economies. Progress Report to the Board of Governors.
- IDRC (2018). Program Workplan 2018-2019.
- IDRC (2018). GJ Impact Pathway – with SDGs.
- IDRC (April 2017). GJ Presentation to Board on 5-year engagement, Evaluation and Learning.
- IDRC (January 2017). GJ Presentation to Board on Learning Processes.
- IDRC (2017). Program Workplan 2017-2018.
- IDRC (December 2016). GJ Presentation to Board on Learning and Accountability Timelines.
- IDRC (December 2016). GJ Presentation to Board on Learning and Accountability.
- IDRC (November 2016). Speaking Points for World Café. Versions 3 and 4.
- IDRC (November 2016). Inclusive Economies. Progress Report to the Board of Governors.
- IDRC. (October 2016). GJ Communication Strategy v.31.
- IDRC (October 2016). GJ Presentation to Board on Impact Pathway.
- IDRC (2016). Program Level Questions. First and latest version.
- IDRC (2016). Program Workplan 2016-2017.
- IDRC (2016). GJ Impact Pathway with link to indicators.
- IDRC (May 2015). Memorandum/Note to the IDRC Board of Governors. Management Response to the external reviews of GSJ and Supporting Inclusive Growth.
- IDRC (April 2015). External Review – Governance, Security and Justice Program (GSJ).
- IDRC (March 2015). GSJ Draft Evaluation Report: Response from GSJ Program Team.
- IDRC (2015). Investing in solutions - Strategic Plan 2015-2020.
- IDRC (2015). Investing in solutions - Inclusive Economies: Implementation Plan 2015-2020.
- IDRC (2015). Governance and Justice: Implementation Plan, 2015-2020 (Presentation to Board).
- IDRC (August 2014). GSJ – Program Prospectus Report.
- IDRC (N/A). IDRC's development outcomes. Definitions.

### ***Thematic Documents***

- Gottsbacher, M. and J. de Boer (2016). “Vulnerabilidad y Violencia en América Latina y el Caribe”.
- IDRC (August 2018). Using Action Research to Improve Land Rights and Governance for Communities, Women and Vulnerable Groups – Report.
- IDRC (August 2018). Costs of Injustice and Violence – Final.
- IDRC (July 2018). Toward a Program Strategy on Youth for the Governance and Justice Program.
- IDRC (May 2018). Inclusive Cities - Promoting Legal Empowerment in Informal Settlements: Recommendations & Lessons Learned.
- IDRC (2018). Richardson Synthesising IDRC – Supported Land Research Third Draft.
- IDRC (2018). Youth Portfolio Analysis Governance and Justice Presentation.
- IDRC (March 2018). Briefing Note, Preventing Early Child and Forced Marriages (ECFM).
- IDRC (January 2017). A Building Block Approach to Law and Development: Experimentalism and the Messy Middle of Public Law – First Draft.
- IDRC (September 2016). Briefing Note, Women and sexual violence.
- IDRC (August 2016). Large-scale land acquisitions in Africa – Infosheet.

### ***Monitoring Documents***

- IDRC (September 2018). GJ Project Database.
- IDRC (July 2018). GJ evidence Values – Complete Information.
- IDRC (March 2018). GJ Monitoring and Evaluation Framework (revised version).
- IDRC (May 2017). GJ’s Evaluation and Learning Plan.
- IDRC (May 2016). Monitoring and Tracking Proposed Procedure.
- IDRC. Monitoring Annexes for 2015/16 – 2016/17 – 2017/18 – 2018/19.

### ***Project Documents***

Project documents for projects 108103, 108394, 108475, 108477, 108532, 108581, 108093, 108774, 108437, 108583, 107995, 108565, 108482, 107161, 107976, 108104, 108110, 108202, 108283, 107672, 108187, 107605, 108239, 107043, 108236, 107524, 108198, 107445, 107134, 109001

Documents included PAD, PIM, concept note, proposal, grant agreement, amends, protocols and clearances, budget, activity tools and reports, outputs, technical reports, financial reports, financial analyses, PMRs, PCR, others.



### ***Team meetings Minutes***

- IDRC (April 2018). GJ Team Retreat 2018.
- IDRC (March 2017). GJ Annual Team Retreat 2017 – Summary of Discussions and Decisions.
- IDRC (May 2016). GJ Annual Team Retreat 2016 – Summary of Discussions and Decisions.
- IDRC (March 2015). SEP All Staff Meeting – GSJ Team Meeting – Sessions Notes.
- IDRC. Team Meetings Minutes 2014 to 2018.

### ***Others***

- Arthur, P., Paterson, A. and N. Tschirgi (2015). “External Review: Governance, Security and Justice Program”, International Research Development Centre.
- Couper, M.P., Traugott, M.W. and M.J. Lamias (2001). Web Survey Design and Administration.
- Fowler, F.J. (1995). Improving Survey Questions: Design and Evaluation.
- Moore, M.-L. and D.J. Riddell (2015). “Scaling out, Scaling up, Scaling deep: Advancing systemic social innovation and the learning processes to support it”, J.W. McConnell Family Foundation and Tamarack Institute.
- OECD (2012). “Good Practices in Survey Design Step-by-Step”, in *Measuring Regulatory Performance: A Practitioner's Guide to Perception Surveys*, OECD Publishing, Paris.
- Rethinking Research Collaborative (RRC) (2018). Rethinking collaboration for global challenge research means rethinking research systems as well as partnerships
- Rethinking Research Collaborative (RRC). The Principles.
- Sisters Ink (November 2018). Gender-Transformative Research: Lessons from the International Development Research Centre.
- Statistics Canada (2010). Survey Methods and Practices.
- UK Collaborative on Development Research (UKCDR) (2017). Finding and building effective and equitable research collaborations or partnerships.
- UK Collaborative on Development Research (UKCDR) (2017). Building Partnerships of Equals.

## Appendix IV Introduction

### *GJ Program and its Overall Approach: Cohorts*

COHORT 2017 CITIZEN ENGAGEMENT LAC AND ASIA	
108728	\$250,000
108731	\$200,000
108732	\$245,500
108733	\$244,400
108734	\$299,900
108835	\$299,800
108840	\$200,000
108860	\$239,000
Total number of projects	8
Total budget	\$1,978,600

COHORT ECFM	
108104	\$650,000
108110	\$500,000
108130	\$1,096,500
108202	\$799,800
108532	\$728,100
108565	\$1,120,200
Total number of projects	6
Total budget	\$4,894,600

COHORT ECONOMIC VIOLENCE LAC	
108093	\$534,100
108774	\$500,000
108785	\$546,100
109001 <sup>36</sup>	TBD
Total number of projects	4
Total budget	\$1,580,200

COHORT LAND 1	
107524	\$706,100
107525	\$508,200
107530	\$749,100
107590	\$743,200
107701	\$499,500
107976	\$513,000
108198	\$355,700
108367	\$463,000
Total number of projects	8
Total budget	\$4,537,800

COHORT LAND 2	
108691	\$344,100
108692	\$327,900
108695	\$399,200
108696	\$506,000
Total number of projects	4
Total budget	\$1,577,200

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<sup>36</sup> Project in two cohorts

COHORT YOUTH AFRICA 2016	
108394	\$748,400
108472	\$387,700
108473	\$502,000
108474	\$491,600
108475	\$376,900
108477	\$485,700
108479	\$482,700
108482	\$509,600
108483	\$556,200
108484	\$488,100
108531	\$500,000
108753	\$409,300
108837	\$700,000
109001 <sup>37</sup>	TBD
<b>Total number of projects</b>	<b>14</b>
<b>Total budget</b>	<b>\$6,638,200</b>

UNSPECIFIED COHORT	
108194	\$716,300
108613	\$370,100
<b>Total number of projects</b>	<b>2</b>
<b>Total budget</b>	<b>\$1,086,400</b>

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<sup>37</sup> Project in two cohorts

***GJ Program and its Overall Approach: Clusters***

CLUSTER GBV	
106717	\$315,800
107009	\$500,000
107101	\$594,100
107134	\$612,600
107287	\$660,600
108103	\$528,700
108427	\$337,950
108743	\$250,000
Total number of projects	8
Total budget	\$3,799,750

CLUSTER JUSTICE	
107161	\$585,800
107291	\$622,400
107292	\$597,100
107814	\$505,900
107995	\$622,300
108242	\$742,315
108337	\$619,900
108379	\$506,400
108470	\$63,700
108787	\$900,000
Total number of projects	10
Total budget	\$5,765,815

CLUSTER LAND	
108742	\$300,000
Total number of projects	1
Total budget	\$300,000

CLUSTER SAFER SPACES	
107043	\$601,000
107762	\$350,500
107796	\$500,000
107851	\$527,000
Total number of projects	4
Total budget	\$1,978,500

CLUSTER YOUTH	
108113	\$473,500
108283 <sup>38</sup>	\$263,200
Total number of projects	2
Total budget	\$736,700

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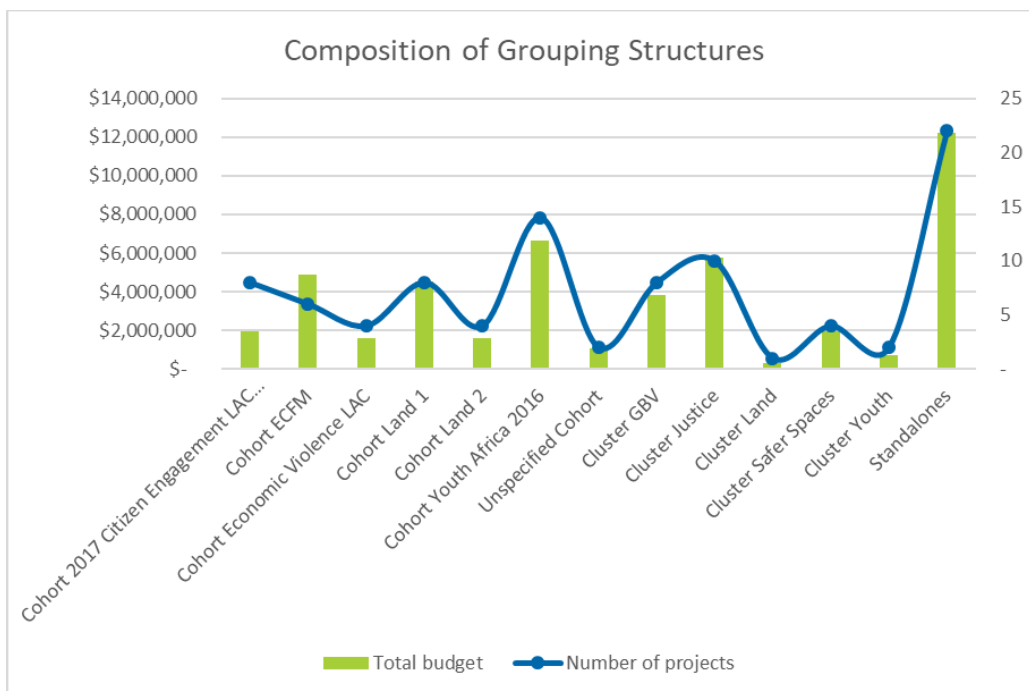
<sup>38</sup> Yellow cells identify projects that the GJ team, after reflection and discussion, identified as pertaining to non-cohort grouping structures (clusters, standalone projects) but for which the project database refers to a cohort name.

***GJ Program and its Overall Approach: Standalone Projects***

STANDALONE PROJECTS	
107128	\$485,962
107221	\$317,000
107308	\$638,000
107443	\$700,000
107445	\$522,100
107554	\$649,200
107605	\$1,998,100
107607	\$997,200
107617	\$268,900
107672	\$478,700
108187	\$490,400
108234	\$600,000
108236	\$397,100
108239	\$872,000
108378	\$150,000
108389	\$61,400
108437	\$650,800
108581	\$356,500
108583	\$544,800
108729	\$200,000
108759	\$300,000
108818	\$549,500
<b>Total number of projects</b>	<b>22</b>
<b>Total budget</b>	<b>\$12,227,662</b>



### Composition of Grouping Structures



GROUPING STRUCTURES	NUMBER OF PROJECTS	TOTAL BUDGET
Cohort 2017 Citizen Engagement LAC and Asia	8	\$1,978,600
Cohort ECFM	6	\$4,894,600
Cohort Economic Violence LAC	4	\$1,580,200
Cohort Land 1	8	\$4,537,800
Cohort Land 2	4	\$1,577,200
Cohort Youth Africa 2016	14	\$6,638,200
Unspecified Cohort	2	\$1,086,400
Cluster GBV	8	\$3,799,750
Cluster Justice	10	\$5,765,815
Cluster Land	1	\$300,000
Cluster Safer Spaces	4	\$1,978,500
Cluster Youth	2	\$736,700
Standalones	22	\$12,227,662
<b>Total</b>	<b>92<sup>39</sup></b>	<b>\$47,101,427</b>

<sup>39</sup> The sum would be 93, but seeing that one project is in two cohorts it was reduced to 92.

**Approval Dates of Projects within Cohorts**

COHORT	PROJECT NUMBER	APPROVAL DATE
<b>Cohort 2017 Citizen Engagement LAC and Asia</b>	108731	December 2017
	108732	December 2017
	108728	January 2018
	108733	February 2018
	108734	February 2018
	108835	June 2018
	108860	June 2018
	108840	August 2018
<b>Cohort ECFM</b>	108104	October 2015
	108110	October 2015
	108130	December 2015
	108202	December 2015
	108532	March 2017
	108565	May 2017
<b>Cohort Economic Violence LAC</b>	108093	October 2015
	108774 <sup>40</sup>	December 2017
	108785	February 2018
	109001	November 2018
<b>Cohort Land 1</b>	107524	September 2013
	107525	September 2013
	107530	September 2013
	107590	November 2013
	107701	June 2014
	107976	February 2015
	108198	January 2016
	108367	October 2016
<b>Cohort Land 2</b>	108691	September 2017
	108692	September 2017
	108695	September 2017
	108696	September 2017

<sup>40</sup> Projects indicated in purple are dedicated to synthesis.

COHORT	PROJECT NUMBER	APPROVAL DATE
Cohort Youth Africa 2016	108394	September 2016
	108472	December 2016
	108473	December 2016
	108474	December 2016
	108475	December 2016
	108477	December 2016
	108479	December 2016
	108482	December 2016
	108483	December 2016
	108484	December 2016
	108531	March 2017
	108753	June 2018
	108837	June 2018
	109001	November 2018
Unspecified Cohort	108194	December 2015
	108613	September 2017

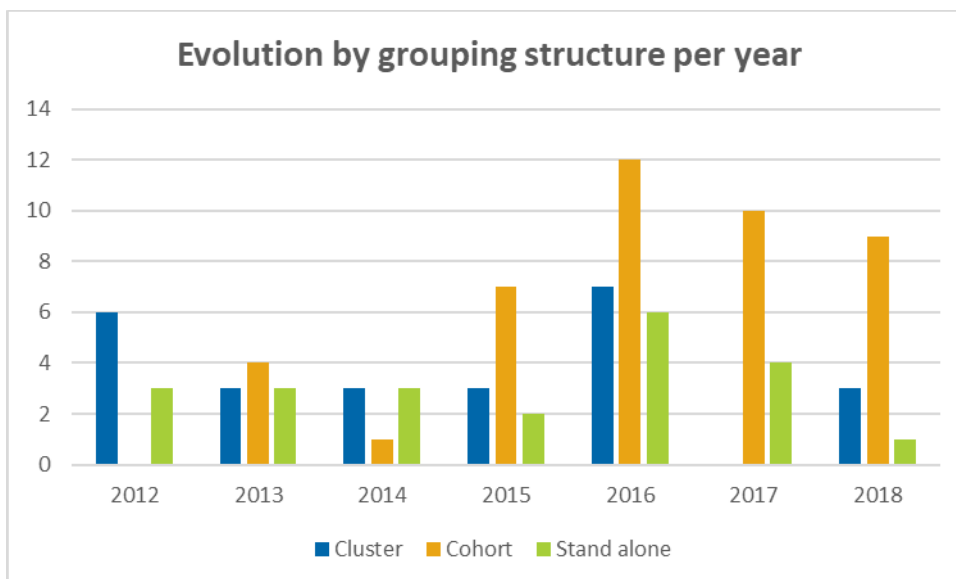
***Proportion of Single-country and Multi-country Projects per Grouping Structure***

GROUPING STRUCTURE	MULTI-COUNTRY PROJECTS	SINGLE COUNTRY PROJECTS	UNKNOWN
Cohort	44%	56%	0%
Stand alone	55%	41%	5%
Cluster	64%	36%	0%

***Proportion of Multi-country Projects with Few and Several Countries per Grouping Structure***

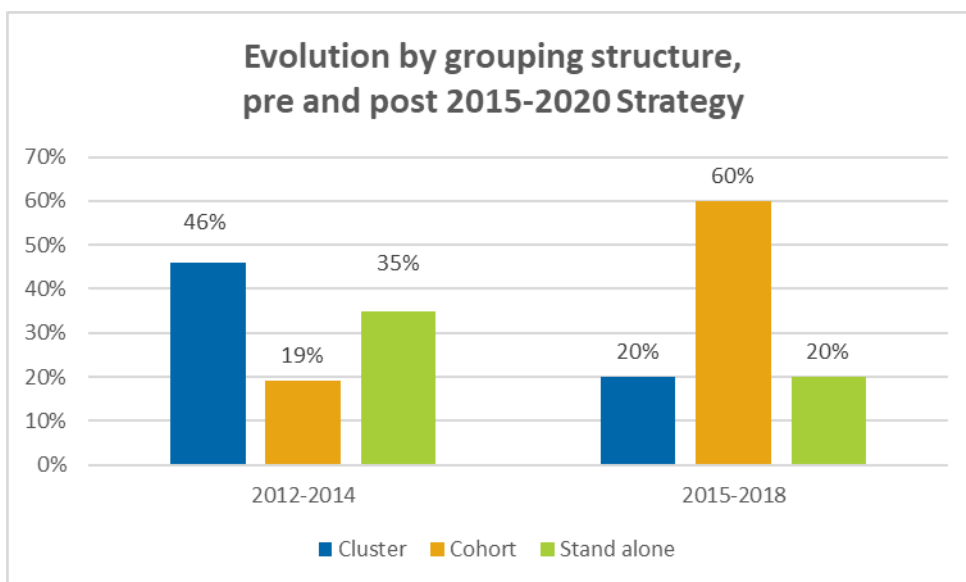
GROUPING STRUCTURE	PROJECTS WITH TWO AND THREE COUNTRIES	PROJECTS WITH FOUR COUNTRIES OR MORE
Cohort	84%	16%
Stand alone	42%	58%
Cluster	44%	56%

**Number of projects approved by the GJ program per grouping structure (2012-2018)**



Projects dedicated to coordination were not taken into account.

**Evolution of Grouping Structure (Pre- and Post-Strategy)**

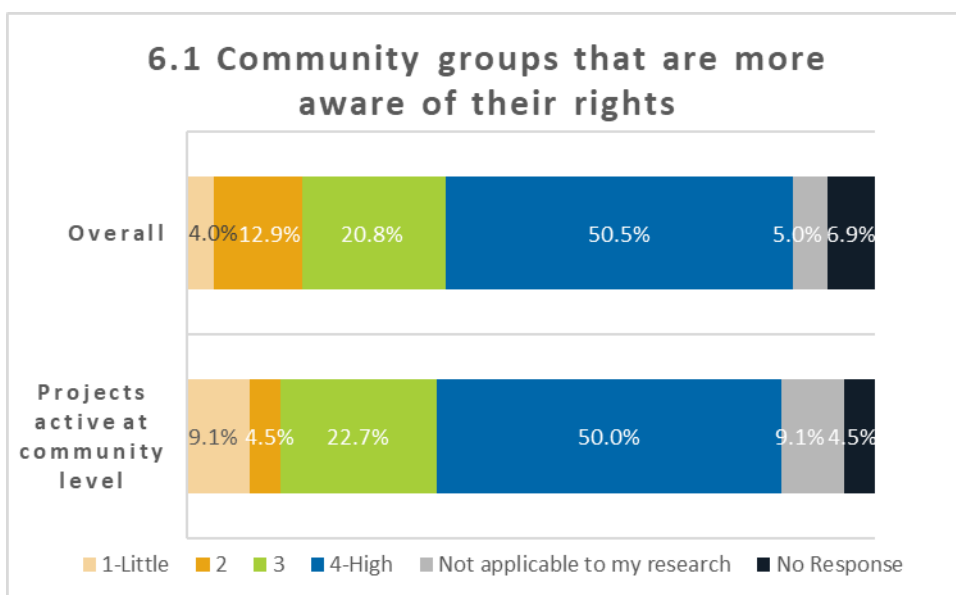


Projects dedicated to coordination were not taken into account.

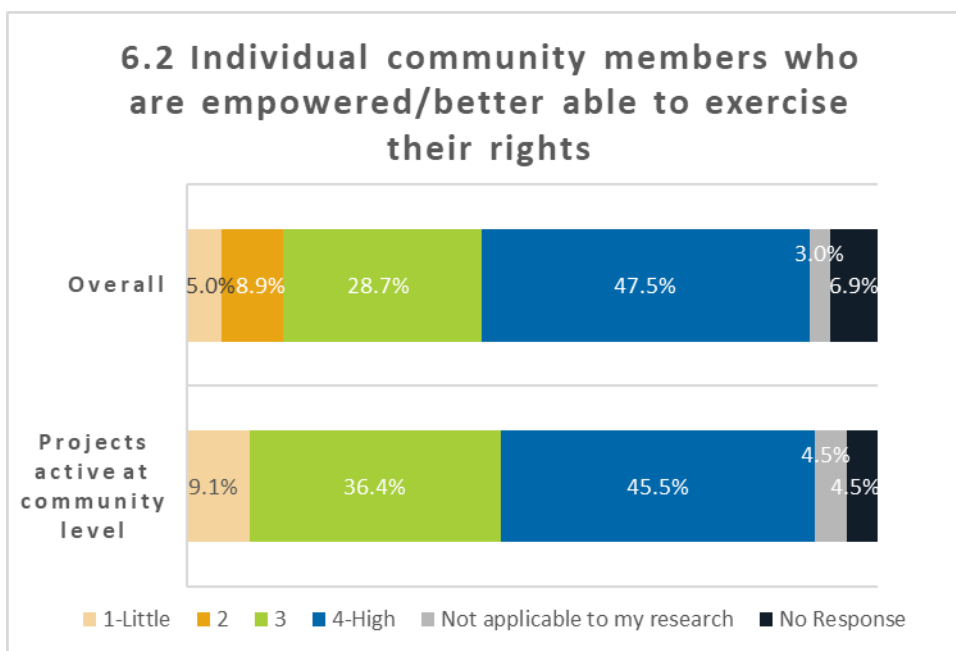
## Appendix V Effectiveness

### Program and Development Outcomes

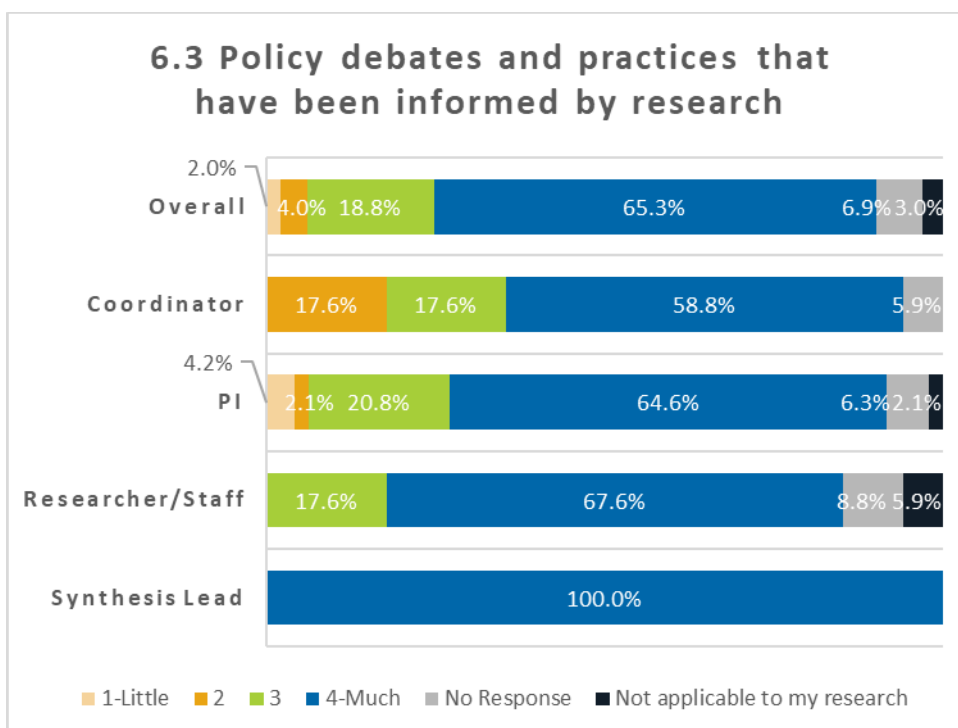
*Survey responses related to immediate outcome “Community groups are more aware of their rights”*



*Survey responses related to immediate outcome “Community groups are more aware of their rights” – continued*



**Survey responses related to immediate outcome “GJ funded research informs policy debates and practices”**



**Illustrative Quotes regarding Effectiveness**

Technical report for a clustered project in Asia:

“Seminars as dialogue between legal practitioners and civic groups: The project resulted in 4 significant seminars held in 4 of the five project countries. These four seminars attracted wide participation that included INGOs, NGOs, government departments, activists, university faculty and students. At each seminar, the papers and films produced by the project were presented. The opening panel at each seminar comprised of leading researchers, activists and public figures from the host countries who mapped the critical areas of justice and conflict that were of concern. The seminars were designed to feed into the debate on ways in which the courts and justice mechanisms can deal with the gendered nature of violence; revitalise institutions of dispute management by insisting that rules of evidence in cases of violation be strictly adhered to and enumerate the long term consequences of a failure of following these rules of evidence. The seminars resulted in creating a platform for dialogue between legal practitioners and civic groups and legal and bureaucratic institutions of the state who were sensitised to the corrosive power of violence to irremediably damage institutions.”

#### PI for a cohort project in LAC

“We identified 300 institutions in Central America to which we have been sending the reports accompanied by infographics. All the products are also posted on the web page, but we don’t really know if the products are really being used. In the academic work, we have presented in universities so in the academic circle our results have been very useful for informing debates. The hardest is ensuring political advocacy and uptake.”

#### PI for a clustered project in LAC

“In Argentina, the PI was deeply involved in the draft of the new law that included the issue. [...] In Bolivia there is a process of generating debates on this issue, however there is no clear evidence that either the private sector nor the political elite took the project ideas into informed debates. In other countries the effect is less obvious.”

#### PI for a cohort project in SSA

“We see policy changes at the government – national level but it’s not always followed or respected, where we work, so we don’t measure outcomes solely at that level. We determine outcomes/change at the local level, changes in society which are painting a picture of development overtime.”

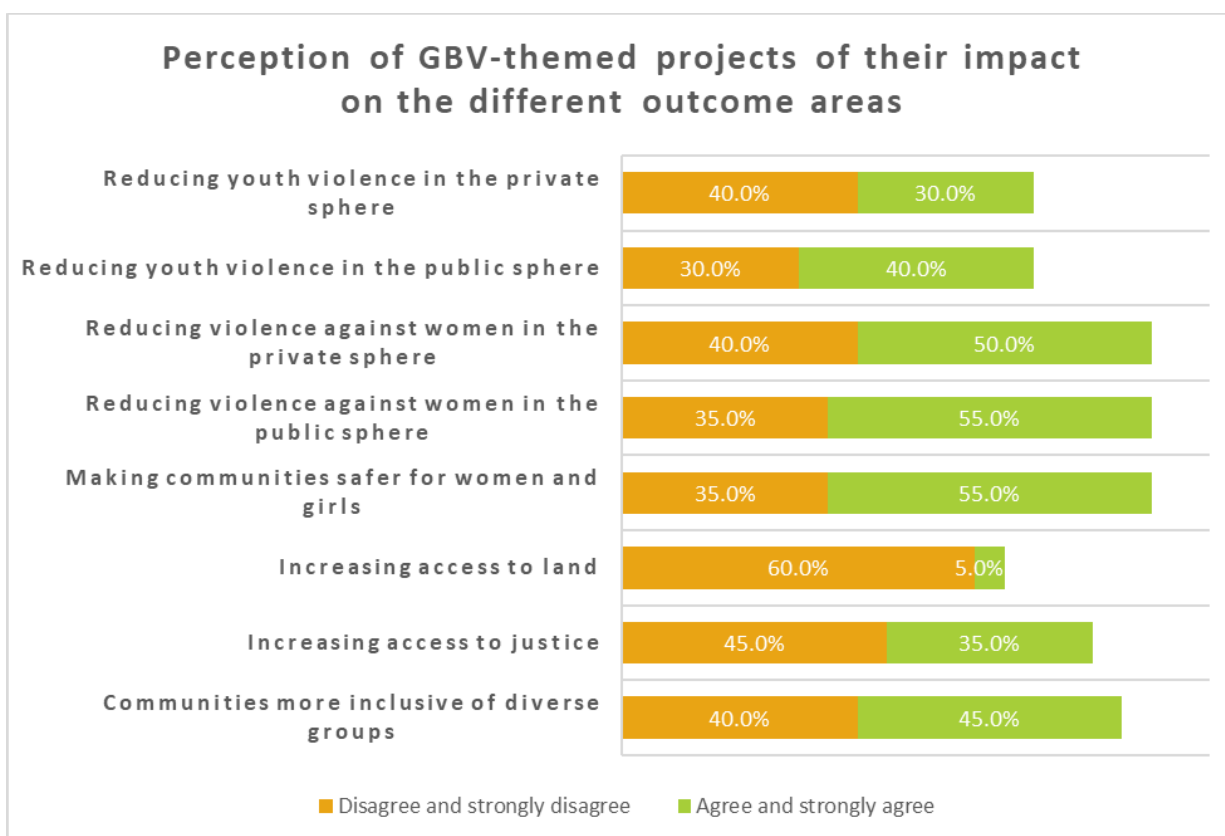
#### IDRC high-level staff

“One of the challenges is how do you build in short-term or clear goal objectives within a larger ‘slow burning’ project [of changing social norms].”

#### User for a cohort project in SSA

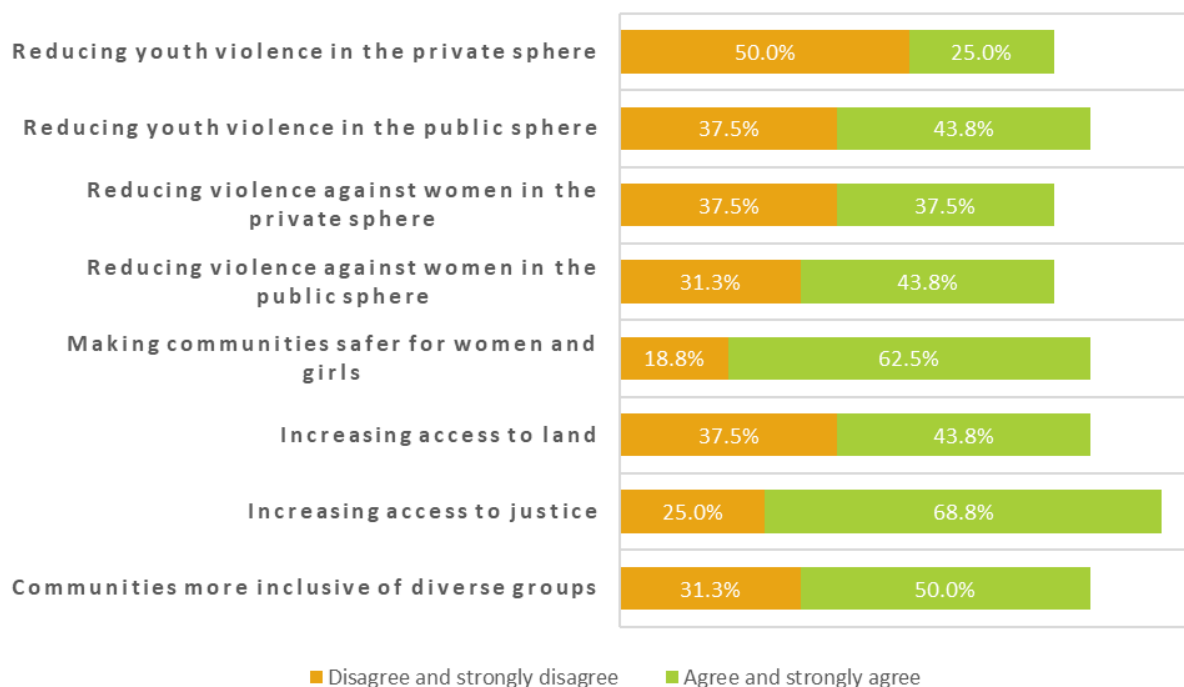
“Our first interaction [with the research team] was at the inception workshop: six members of my organisation attended and contributed inputs on the intervention zones and the approach, which were taken into account. Following that, we signed a collaboration agreement with the PI, received in-depth trainings on data collection, participated in a workshop on qualitative investigation and performed qualitative investigation in the field as well as data analysis.”

***Perception of the projects' impact on different outcome areas based on their main thematic***

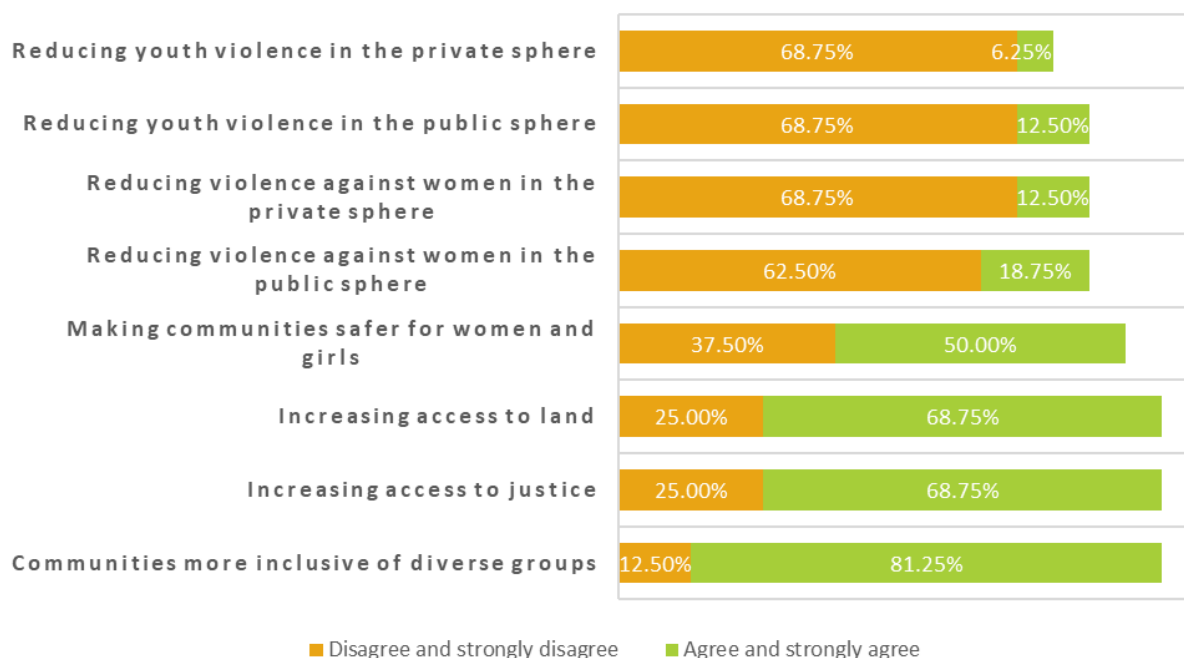




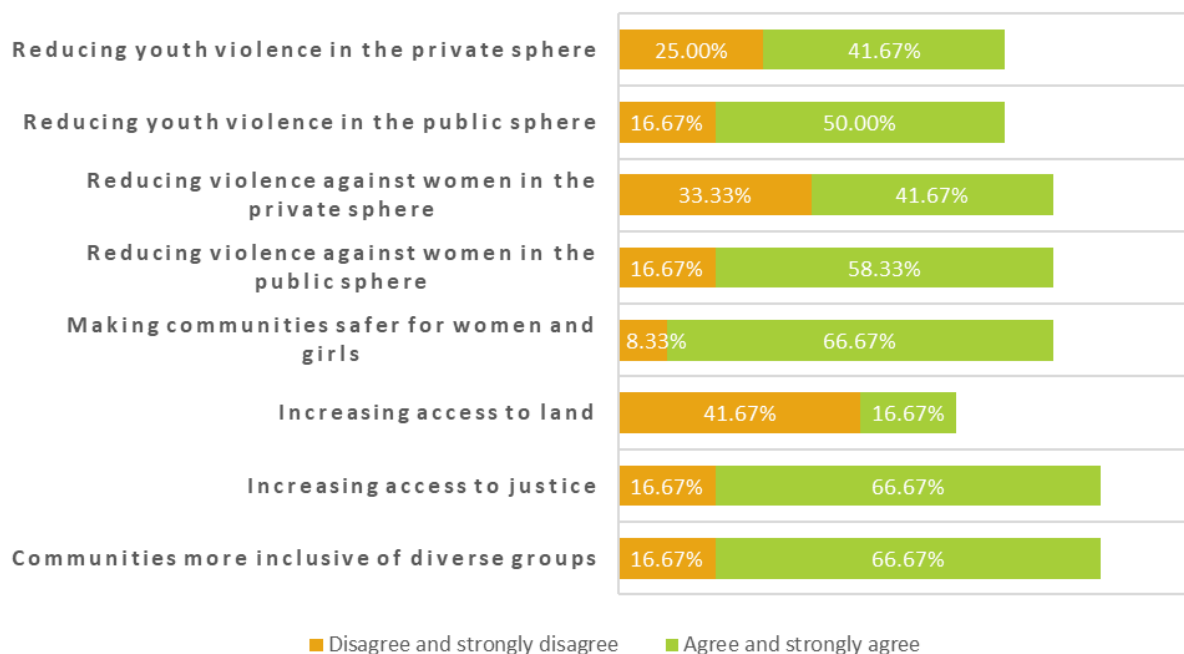
### Perception of justice-themed projects of their impact on the different outcome areas



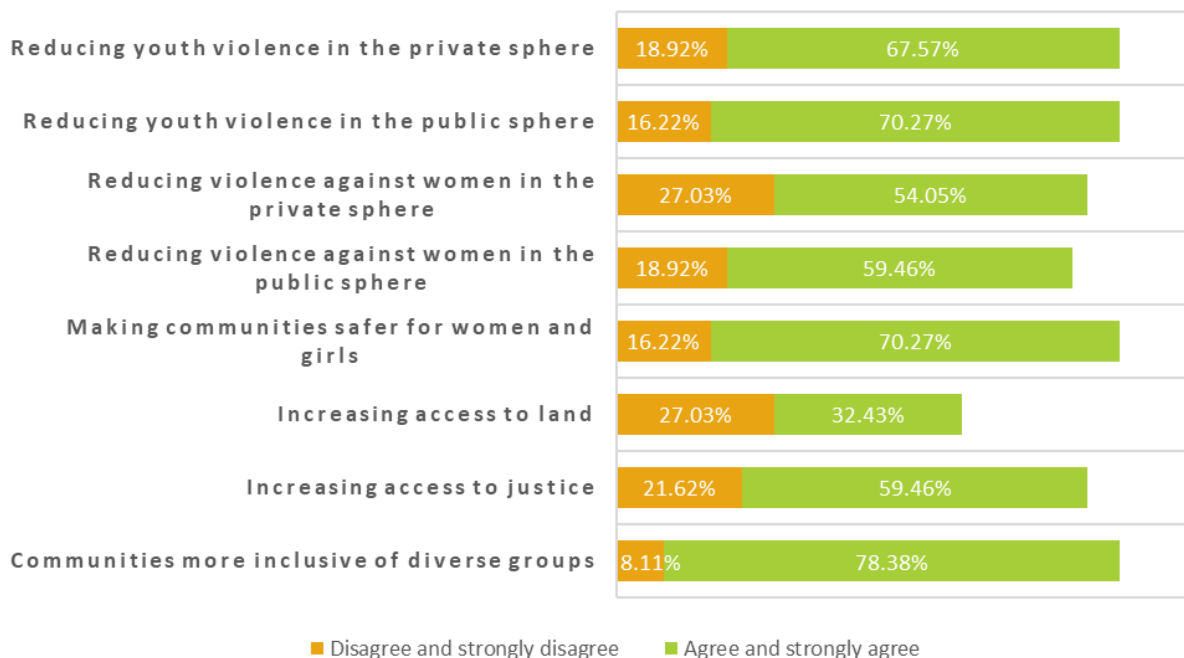
### Perception of land-themed projects of their impact on the different outcome areas



### Perception of safer spaces-themed projects of their impact on the different outcome areas



### Perception of youth-themed projects of their impact on the different outcome areas



## Strategic Outcomes: Building Leaders

### Individual Leaders

#### 7.1 IDRC support has strengthened my individual ability to undertake research



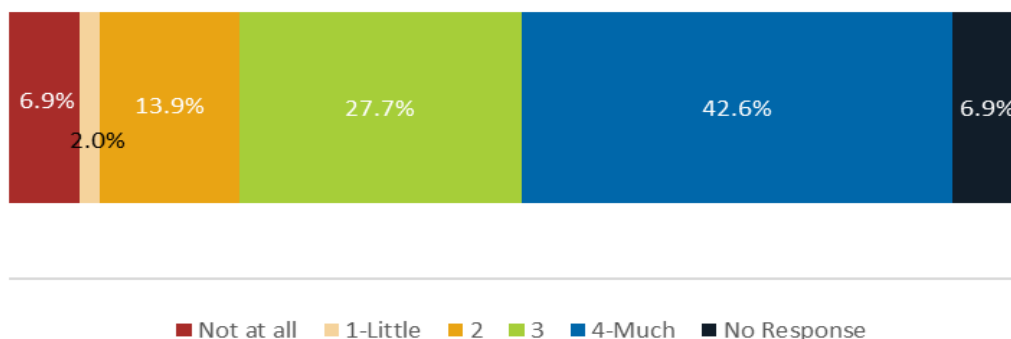
1-Little 2 3 4-Much No Response

#### 7.2 IDRC support has strengthened the capacity of junior researchers in my organisation



Not at all 1-Little 2 3 4-Much No Response

### 7.3 IDRC support has contributed to amplifying recognition of my research

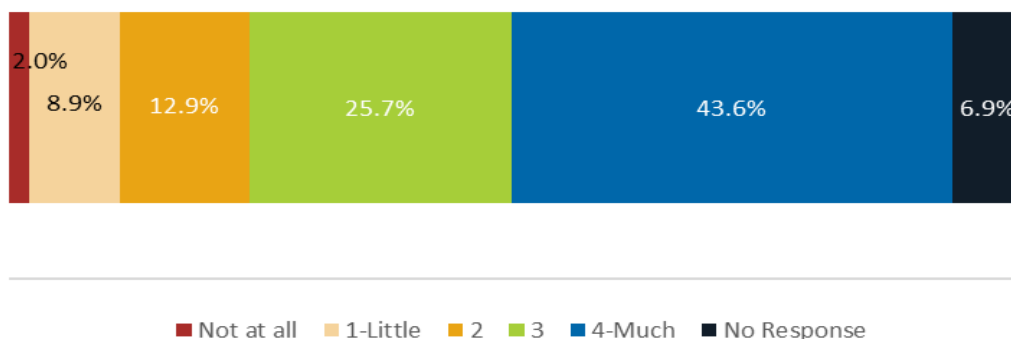


### Leading Organisations

Drawing on the recent (2018) *Evaluation of IDRC's Contribution to Building Leading Organisations* undertaken by Universalialia, the analysis undertaken for the current GJ Program evaluation was structured in the tripartite framework of leadership themes below, with respect to building leading organisations.

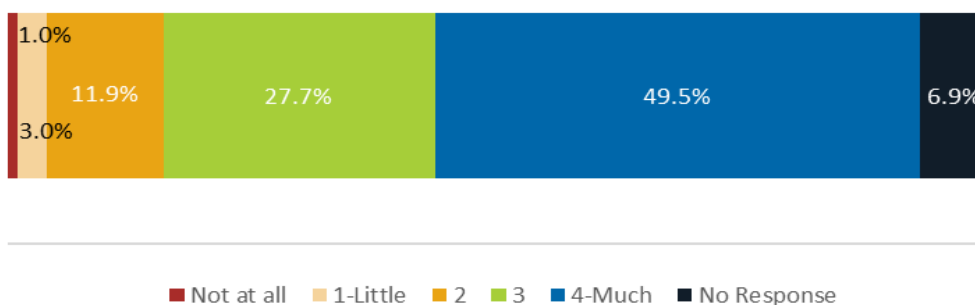
- Organisational Structures and Processes:** According to survey results, organisations in cohorts have thus far benefitted slightly more than those in standalone or standalone-clustered projects from institutional strengthening (management, governance, HR, M&E, resource mobilisation, etc.), though overall such strengthening is moderate. Organisations in SSA and LAC were equivalent in benefitting, while those in Asia the least. Of note, IDRC support has shown rather poor results with respect to helping organisations secure additional research funding.

### 7.4 IDRC support has strengthened my organisation institutionally

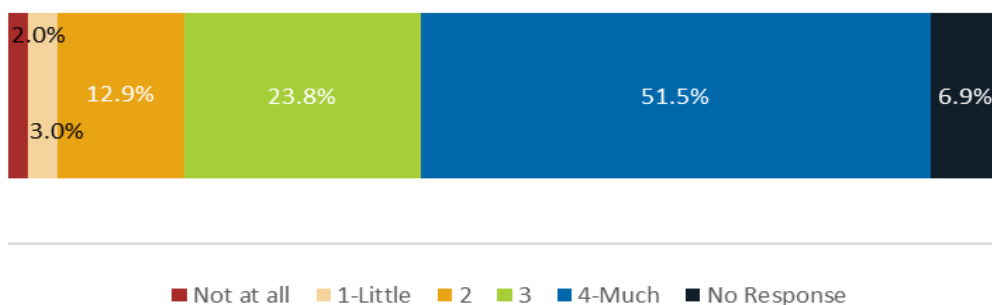


- **Research and Uptake:** Overall, organisations that are standalone or in clusters benefitted slightly more than those in cohorts from support in improving research capacity and in improving organisational capacity to position research for uptake. Organisations in SSA and LAC benefitted the most, while those in Asia the least.

### 7.5 IDRC support has improved my organisation's capacity to conduct research

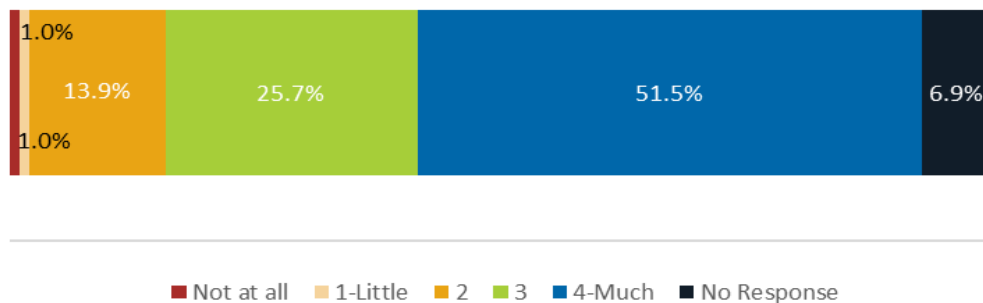


### 7.6 IDRC support has improved my organisation's capacity to position research for uptake

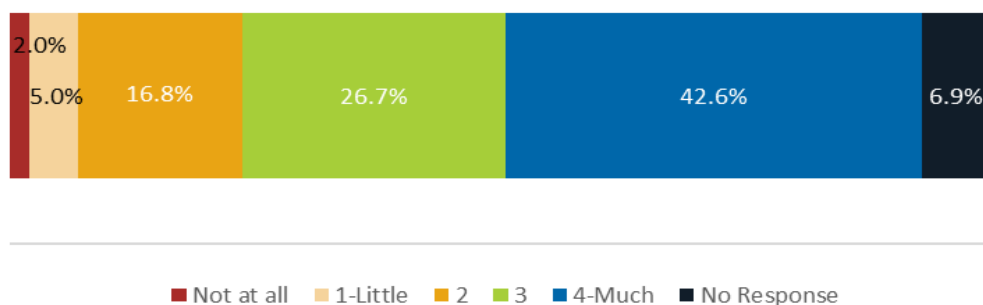


- **Interface with Others:** Organisations in standalone projects, notably those in Asia, followed by LAC and then SSA, reported benefitting the most from such support. However, there is still work to be done in ensuring such participation results in leadership recognition by others (in the form of grants, awards, contracts, etc.), most notably in Asia.

### 7.7 IDRC support has increased my organisation's participation in regional and/or global networks



### 7.8 IDRC support has increased my organisation's recognition as a leader by others



### ***Illustrative Quotes***

#### **IDRC Staff**

- “There is no IDRC definition of leader, so it is hard to work to building leaders in a way that aligns with IDRC.”
- “The whole idea around leadership has been strange to me, that it came out of a strategic plan five years ago and after they made the plan, it took the organisation 3 years to clarify what they meant by building leaders. In the meantime, we were building it according to what we thought a single line in the strategy meant. We have been under a free interpretation of what it meant, it was up to us. If we should support an individual, or an institution, it’s our choice.”
- “We decided, out of [a prior Program], to build [name of organisation] leadership as an organisation, and we see them getting better an example of building a leader out of a past relationship. We also support new organisations, new researchers with new approaches and investing in them is a different ballgame...So in this way, we’re building both types of organisations.”

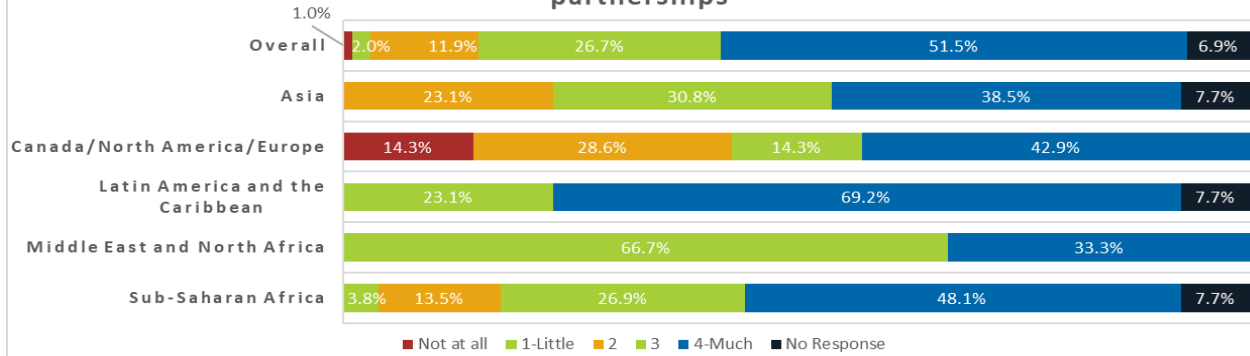
### **Strategic Outcomes: Scaling Impact**

#### ***Illustrative Quotes***

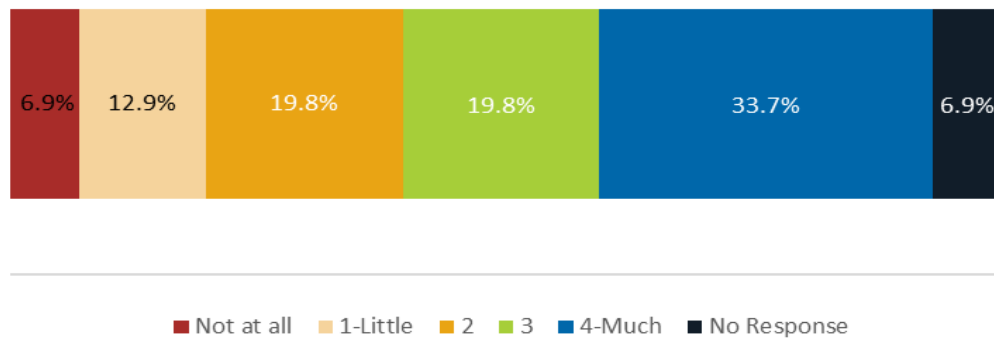
The following two passages are from two different research team group interviews, similarly pointing to the need for greater support to the uptake and scaling up phase of their work.

- “There is an issue about scaling up. The project is a 36-month project and within that timeframe, one can only come up with research results. There are no plans for additional support after that timeframe. This poses a major issue in terms of linking the research to action. There needs to be additional time and budget (a phase 2) to allow to test the model and scale it up.” (Group interview with researchers)
- “IDRC does not finance the intervention part of the research. This is a constraint. A recommendation for IDRC is that it provides some funding for the advocacy phase, or provides support for securing additional funding to ensure the uptake of results.” (Group interview with researchers)

### 8.1 IDRC support has allowed me to build new research partnerships

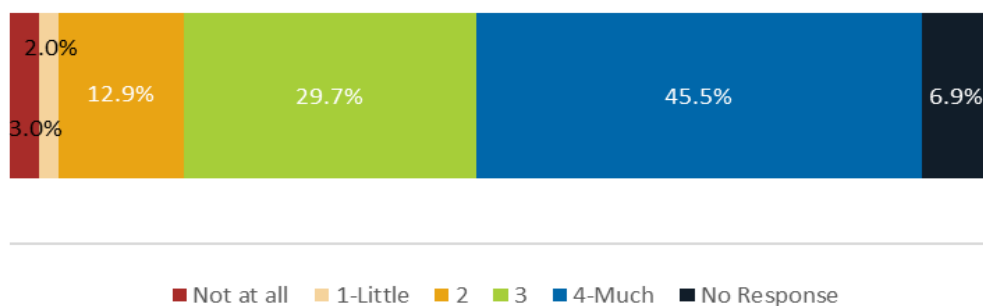


### 8.2 IDRC support has allowed me to secure additional research funding

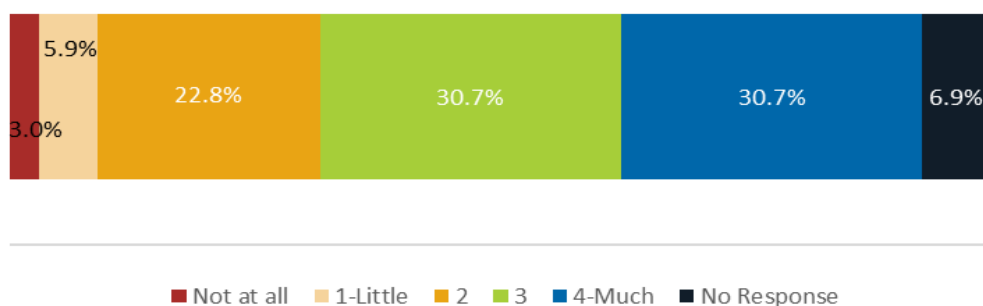




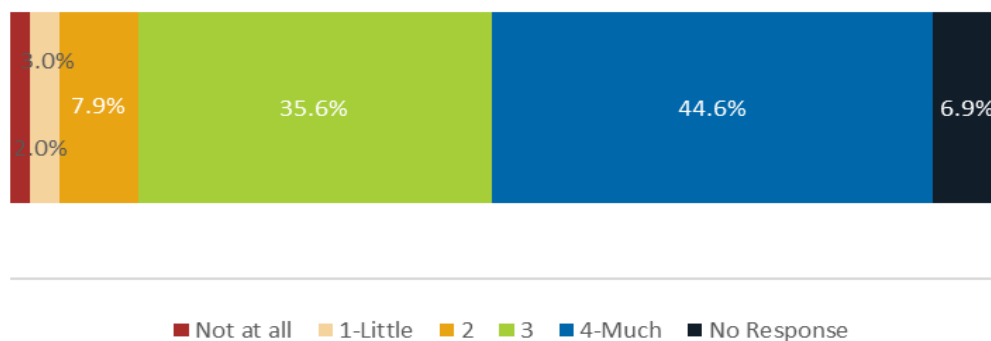
### 8.3 IDRC support has enabled my work to contribute meaningfully to policy change



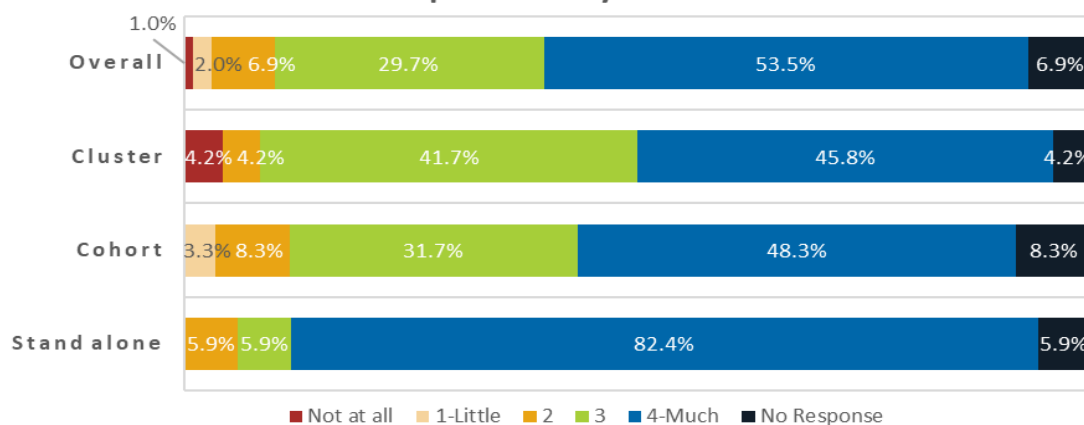
### 8.4 IDRC support has enabled my work to shape how organisations pursue their priorities in practice



### 8.5 IDRC support has enabled my work to have discursive impact



### 8.6 IDRC support has allowed me to scale up the impact of my research



## Appendix VI Relevance

### Overall Relevance

#### Overall Relevance for Sampled Projects

STRUCTURE	REGION	DATA	PROJECT AND LEVEL
<b>Cohorts: 13 projects</b>			
Land 1	Asia	Relevance to local community members and paralegals on advancing environmental law in India; responding to changing land justice context	107976
Singh	Indonesia, Myanmar, India	SH: Local community members, paralegals, GoC (Canadian position on land transparency from the GB Sherpa brief Transparency Advisory Group Land paper)	Community (e.g. paralegals) Local National Global (e.g. Canada)
Economic Violence in Latin America	LAC	Aiming to develop more evidence to support intervention for vulnerable youth; public policy development; related to local programs on labour market inclusion of youth in urban contexts, in Costa Rica and El Salvador	108093
Ceballos	Costa Rica, El Salvador	SH: Vulnerable youth, government programs	Community Local National
ECFM	Asia	Examining patriarchal and cultural drivers of ECFM; supporting children in overturning ECFM; transforming local contexts; local action-oriented research; in Pakistan	108104
Singh	Pakistan	SH: Children, policymakers	Community Local National
ECFM	Asia	Focus on socio-economic, institutional and cultural factors underpinning early marriage, and develop public policy intervention in Bangladeshi slums in particular	108110
Singh	Bangladesh	SH: Children, policymakers	Community Local National
Land 1	SSA	Strengthening land tenure and tenure rights, with national reform, and awareness raising	108198
Di Giovanni	Zimbabwe	SH: Communities, private sector, policymakers, development actors	Community Local National (e.g. private sector)

STRUCTURE	REGION	DATA	PROJECT AND LEVEL
GBV (nb. Final designation a cohort by PO, but a thematic cluster by Program)  Singh	Asia  India	Rural public safe space development for and with women and youth, in India  SH: Women and youth, local government	108202  Community Local
Youth Africa 2016  Thioune	SSA  Senegal	Relevance to local police and youth in Senegal; alignment with national policy in Senegal (Plan Senegal Emergent) - Axis 3: "Governance, Institutions, Peace and Security" targets the consolidation of peace and security as the foundation of the country's development."  SH: Police, youth, women, policymakers, local government	108475  Community Local (e.g. police) National
Youth Africa 2016  Thioune	SSA  Mali, Niger	Focus on responding to violent extremism, in Mali and Niger, on matters affecting young women in particular  SH: Youth, Women	108477  Community National Regional
Youth Africa 2016  Mutisi	SSA  Kenya, Tanzania	Community-based security mechanisms, youth involvement in early warning and countering violent extremism  SH: Tanzanian central and local governments, police force, CCA, NDC, fieldwork in Kenya and Tanzania	108482  Community Local (e.g. police) National (e.g. CCA, NDC) Regional
ECFM  Thioune	SSA  Côte d'Ivoire, Senegal	Alternative solutions to early marriages  SH: Local communities, youth, girls and women, in Côte d'Ivoire and Senegal, with regional relevance – "aim is to innovate at regional level"	108532  Community National Regional
ECFM  Do	Global  India, Peru, Zambia, Ethiopia	Understanding complexities of child marriage and parenthood, informing policies and practice  SH: Children and parents, policymakers, others	108565  Community Local National  Global

STRUCTURE	REGION	DATA	PROJECT AND LEVEL
Land 2	SSA	Empowering women to further access land and participate in decision-making, contextualised in Senegal; further inform policy through research	108695
Thioune	Senegal	SH: women, local communities, policymakers	Community Local National
2017 Citizen Engagement in LAC and Asia <sup>41</sup>	Asia	Empowering minority youth toward civic engagement and inclusion; supporting local activists; support for filtering up into national level, in Bangladesh and India	108731
Singh	Bangladesh, India	SH: Youth, local activists, policymakers	Community Local (e.g. activists) National
2017 Citizen Engagement in LAC and Asia <sup>42</sup>	LAC	Reduction in GBV affecting youth, through collaborative actions and methodologies, applied skills, policy incidence; multi-country	108734
Ceballos	Argentina, Ecuador, Guatemala, Paraguay	SH: Youth, local practitioners, public sector	Community Local (e.g. local practitioners) National Regional (multi-country civil lab)
Economic Violence in Latin America	LAC	More effective interventions related to youth affected by violence	108774
Ceballos	South and Central America	SH: Youth, community member, organisations, policymakers	Community Local National Regional
Unknown	SSA	Job creation and violence prevention in Nairobi	109001
Vargas	Unspecified		Community Local National

<sup>41</sup> This was not a sampled project but was opportunistically examined.

<sup>42</sup> This was not a sampled project but was opportunistically examined.

STRUCTURE	REGION	DATA	PROJECT AND LEVEL
<b>Clusters: 6 projects</b>			
Safer Spaces	LAC	Contributing to an international network of South-South partners on urban and peri-urban security	107043
Gottsbacher	Brazil, Colombia, Mexico, South Africa	SH: local communities, policymakers	Community Local National  Global
GBV	Asia	The enforcement of laws to transfer knowledge on sexual violence and impunity to the medical community, responding to policy needs and national laws passed following the 2013 gang rape case	107134
Singh	Bangladesh, India, Sri Lanka, Nepal, Pakistan	SH: South Asia academics, researchers and activists on sexual violence and impunity, to promote dialogue.	Local National (e.g. academics, activists, researchers) Regional
Justice	Asia	Violent conflict, GBV, implementation of the rule of law, notably with respect to IDPs, public space and order, land conflict, in Bangladesh, India, Sri Lanka, Nepal and Pakistan, film productions	107161
Singh	Bangladesh, India, Sri Lanka, Nepal, Pakistan	SH: Civil society, policymakers, law-makers, researchers	Community Local National (e.g. civil society) Law Regional (e.g. film-makers, researchers, practitioners)
Land 1	SSA	Livelihoods, land rights, investment and governance; comparative Cameroon, Ghana, Senegal	107524
Di Giovanni	Cameroon, Ghana, Senegal	SH: local community members, policymakers, private sector, law-makers	Community Local National Regional Global
Justice	LAC	Advancing research on private sector and corruption issues; situated within the period of the Odebrecht scandal	107995
Di Giovanni	Argentina, Bolivia, Brazil, Colombia, Chile, Peru, Paraguay	SH: Private sector, policymakers	National (e.g. policymakers, private sector) Regional

STRUCTURE	REGION	DATA	PROJECT AND LEVEL
GBV	SSA	Justice for women victims of violence in rural West Africa	108103
Thioune	Senegal, Mauritania	SH: Women, community leaders, policymakers	Community Local National Regional
Youth	Asia	Addressing urban issues with local partners in Indonesia and India	108283
Singh	Indonesia, India	SH: Policy-research institutions, local organisations	Local (e.g. CBOs) National (e.g. academics)
GBV <sup>43</sup>	Asia	Informing policies about workplace safety for women workers, in Bangladesh, Cambodia and India, including intentional policy briefs, conferences	108427
Singh	Bangladesh, Cambodia, India	SH: Policymakers, universities, movement communities, researchers, think tanks, policymakers, multilateral organisations (UNWOMEN, ILO)	Community Local National (e.g. policymakers, think tanks) Regional Global (e.g. ILO)
<b>Standalone: 7 projects</b>			
Standalone	SSA	Weak urban communities negotiating security in the face of weak, unresponsive or abusive state security forces	107445
Mutisi	Kenya, Rwanda, Tanzania, Uganda		Communities Local National Global (SDG 11)
Standalone	SSA	Focus on research and capacity building on issues of resilience, peacebuilding, disaster prevention	107605
Ceballos	Kenya	SH: Regional Resilience Hub, Multiple countries, though based in Kenya, policymakers	National (e.g. NGO, Researchers) Regional (e.g. NGO, Researchers)

<sup>43</sup> This was not a sampled project but was opportunistically examined.

STRUCTURE	REGION	DATA	PROJECT AND LEVEL
Standalone	LAC	Public-private initiatives to address land conflicts, with participatory approaches and high contextuality	107672
Ceballos	Chile, Uruguay	SH: Community members, city officials, policymakers, private sector	Communities Local (e.g. city officials) National (e.g. policymakers, private sector)
Standalone	LAC	Addresses community and domestic violence and prevention, involving young men in El Salvador and Nicaragua	108187
Ceballos	El Salvador, Nicaragua	SH: Community members	Community Local National Regional
Standalone	LAC	Contribute to the creation of social and political spaces free of violence for Mesoamerican women migrants	108236
Gottsbacher	Mexico, Guatemala	SH: Community members, policymakers	Community Local National Regional
Standalone	Asia	Making use of data violence monitoring systems to inform development assistance	108239
Ceballos	South East Asia	SH: Researchers, policymakers, donors	National Regional Global
Standalone	LAC	Diagnose and improve the security condition of women and Lesbian, gay, bisexual, transgender, and intersex (LGBTI) people in Colombia	108437
Gottsbacher	Colombia	SH: communities	Community
Standalone	LAC	Building women's leadership at local and civil society level through face-to-face and online mentoring, networking, capacity building, in Chile	108581
Ceballos	Chile	SH: women, local communities, civil society organisations, policymakers	Community Local National (e.g. CSOs) National



STRUCTURE	REGION	DATA	PROJECT AND LEVEL
Standalone	LAC	Empowering project participants to influence government policies; very localised project in vulnerable communities in 6 countries	108583
Gottsbacher	Mexico, El Salvador, Guatemala, Honduras, Colombia, Jamaica	SH: Communities, policymakers	Community Local National

### *Illustrative Quotes*

#### IDRC Staff

- “Projects are all aligned to specific research needs in each context. We have been able to include initiatives data, develop data and information in order to allow for better design and implementation of policies and even to better inform debates.”
- “IDRC moved away from global and focused on local some years ago, with the idea that local debates would shed some light on the global debate.”
- “Cohorts are designed for this, to add several projects, a longer story is put together, events are assembled, and so the theme is scaled for the global perspective... This is hard work and sometimes it is difficult to do it since the objectives are not necessarily achieved”.
- “I think that we’re getting better at doing [synthesis], and we need to focus on it more... Some, like LAC youth, have brought in the synthesis right at the project design stage, which allows for a better integration and feed in to the global and regional levels.”
- “Cohort synthesis is a means of feeding into global and regional discourses. Relevance at global and regional levels is a work in progress, I would say we’re much better at taking this up now, through synthesis leads, linking projects together and bringing it up. I would say in the past year, we’ve been better at identifying these and bringing projects together. It has taken a few years to be able to identify these synthesis leads, and we can see how different synthesis leads are integrating into projects either at the beginning or end of the project.”
- “I would say it’s mostly local and national, then some of our grantees feed into the regional level, and at the global scale, it is IDRC’s role to take the findings and bring them up to the global level, and to impact the global debates.”
- “I think there is a tension at the different levels, in the past IDRC was very focused at the local level, as well as the national. Since 2015, we have been pushed toward the regional and global levels. The 2015 evaluation said that the connection to the regional and global discourse wasn’t so great. Some see from that, the role of the programs to push the grantees to feed into the global discourse.”
- “The final link with the global agenda is still a challenge.”

#### Project/Cohort Researcher

- “Universities don’t always produce this kind of research, but it came from this research which otherwise wouldn’t have happened. The way the researchers based themselves with the communities, bringing people together from across different regions and areas together to write

about sexual violence is very rare. Very unique thing to have done. This research wouldn't have been possible without the IDRC support, and it is completely non-substitutable."

- "IDRC/GJ is responsive to local needs, bold work that doesn't skirt around issues, especially the work being done on sexual violence impunity".
- "The research precisely seeks to raise awareness among community members of the importance to access justice, hence its great relevance."
- "This fills an important gap because until now there has not been research looking at this and the policies toward eradicating this type of violence have been based on men as the main perpetrators."
- "It is long term research, with fieldwork in [two countries in one region]. It includes data analysis, paper writing, publishing in journals... As a part of a cohort, regional relevance grows and also allows teams to include lessons learned in other countries."
- "It was completely enabling, because people work in silos...so being able to bring people together across regions, to build lasting connections which last much longer than a workshop along, is invaluable."
- "The work focuses on the local level, and being relevant at the level. We are both policy research institutions. We thought it would be policy focused. But because of IDRC encouragement, we participated with local organisations and partners. We found ourselves focusing on local partners, and were looking for specific problems that that city was facing."
- "It was responding to policy needs and national laws passed following the 2013 gang rape case."
- "...the will of states to support this at the highest level is evident, as seen by the African Union launch..."
- "...the Local research feeds into regional or maybe country level."
- "The research project... is being executed in [one country], but involves many countries... The components of the project do not only include research... [I]t is an action or policy type of project."

#### Project/Standalone Multi-Country Researcher

- "The participatory action research methodology is privileged by IDRC and the GJ program. They had support in the production of inputs that would enhance these spaces for dialogue."
- "We will have a research report and regional overview. We are seeing similarities and differences and cross learning. With policy circles you would take that research project and it turns into policy briefs and hold conferences with all users of that knowledge – universities, movement communities, researchers, think tanks, government reps, and appropriate multilateral representatives, that is dissemination at that time, but also engagement with them. The conversations they are already having on these issues."

## Programming Themes

The following list has been compiled from all data sources for this evaluation. Themes are listed in order of importance/popularity, first of existing themes and then of proposed themes. Below each of the themes is a list of sub-themes, which may inform the development of research themes in the future. Some of the sub-themes are notable in that they reflect a growing interest and preference for integrated approaches, such

that each of these themes is decreasingly discrete, and should not be treated as such. Finally, there is widespread interest in the GJ Program undertaking research “on and in fragile contexts”.

### ***Current Programming Themes***

#### **1. Justice (Globally focused)**

- (a) Social protection – integrated solutions
- (b) Legal empowerment of communities
- (c) LGBTI access to justice
- (d) Gender and justice
- (e) Impunity
- (f) Non-state actors

#### **2. Gender (Globally focused)**

- (a) Social norms
- (b) Masculinities
- (c) Gendered labour and violence
- (d) Women in the labour force; women’s work, labour and violence
- (e) Sexual and GBV
- (f) ECFM
- (g) Violence toward LGBTI
- (h) Women, governance and the erosion of democracy
- (i) Women, productive and reproductive rights
- (j) Access to justice programs for women
- (k) Sexual and reproductive health for women inmates
- (l) Girl child education, health and culture
- (m) Young women who engage in romantic relationships with violent men (e.g. gangsters)
- (n) LGBTI access to justice

#### **3. Youth (Globally focused)**

- (a) Economic opportunities and violence prevention
- (b) Radicalisation

#### **4. Safer Spaces (Gender focused)**

- (a) Hybridity and security
- (b) Urban poverty, inequality and violence
- (c) Security and communities

- (d) Urban landscapes
- (e) Urban governance and gender
- (f) Inclusive and safe spaces for rural girls and women
- (g) Safer digital space, e.g. cyberbullying

#### 5. Land Rights (SSA focused)

- (a) Extractives, socially responsible investment (SRI) and violence
- (b) Security of defenders of the environment
- (c) Gender and land management

### ***Additional Programming Themes***

#### 6. Migration

- (a) Informal settlements
- (b) Migration and marriage
- (c) Migration and child protection
- (d) Migration and climate change
- (e) Migration and violent extremism
- (f) Migration and governance
- (g) Forced migration
- (h) Refugees

#### 7. Environment, Climate Change and Violence

- (a) Climate change, vulnerability and resilience
- (b) Climate change, migration and urbanisation
- (c) Climate change and child protection
- (d) Climate change and water management
- (e) Climate change and violent extremism (e.g. with displacement)
- (f) Mainstreaming climate change across all projects
- (g) Waste management
- (h) Environmental Justice

#### 8. Media and Technology

- (a) Safer digital space
- (b) Social media
- (c) Social media and youth engagement
- (d) Digital democracy

- (e) Media literacy
- (f) Protection of journalists
- (g) Investigative journalism
- (h) Political innovation: Emerging political movements, technology, participation and institutions
- (i) Access to data, open data

#### 9. Land 3: Land and Natural Resources

- (a) Natural resources and extractives and forestry
- (b) Business and human rights in the extractive industry, socially responsible investments, contract monitoring in international investments
- (c) Land displacement
- (d) Identify, minorities, indigenous peoples, displacement
- (e) Security of defenders of the environment
- (f) Defenders of land rights
- (g) Accountability and transparency in resource use and management
- (h) Drugs and violence

#### 10. Conflict Prevention and Transformation, Fragile States

- (a) Fragility, fragile contexts (on and in)
- (b) Human rights and conflict transformation
- (c) Conflict prevention, organised crime
- (d) Transforming violent extremism
- (e) Security sector reform and civil society

#### 11. Health

- (a) Global health
- (b) Gender-based violence
- (c) Sexual reproductive health rights

## Platforms

A majority of respondents recommend IDRC should better connect their work being done at the international level, either through participating in international forums and conferences, connecting with regional / international policy networks, or working directly with international agencies on projects. The remainder suggest a variety of ways to better connect researchers, such as through webinars, conferences, and international meetings (digital or otherwise) among researchers and IDRC program staff. A list of platforms identified by stakeholders for this evaluation has been included below.

- Gender
  - [UN Commission on the Status of Women \(March 2018\)](#)
  - [Women Deliver 2018 Conference](#)
  - [International Women’s Day](#)
  - [World Health Organization](#)
  - [MenEngage Alliance](#)
  - [UN-High Level Political Forum on Sustainable Development \(HLPF\)](#)
  - [Sexual Violence Research Initiative \(SVRI\)](#)
  - Treaty body mechanisms - [Convention on the Elimination of All Forms of Discrimination against Women \(CEDAW\)](#), [Universal Periodic Review \(UPR\)](#), [International Conference on Population and Development \(ICPD\)](#), etc.
  - Civil society advocacy platforms
- Youth
  - National youth councils in all African countries
  - [UN’s Youth4Peace](#)
- Migration/Displacement
  - [InterAsian Connections VI: Hanoi 2018](#)
  - [Global Challenges Research Fund workshops at the UN](#)
  - [UN Habitat](#)
  - [Global Compact for Safe, Orderly and Regular Migration \(GCM\)](#)
  - Community radios
- Land
  - [Network of Excellence on Land Governance in Africa \(NELGA\)](#)
  - [World Bank’s Land and Poverty Conference 2018](#)
- Peace and Security
  - [Economic Community of West African States \(ECOWAS\)](#)
  - [IGAD Center of Excellence in Preventing and Countering Violent Extremism \(ICEPCVE\)](#)
  - [Southern African Development Community](#)
  - [East African Community](#)
  - [African Union](#)

- Private Sector
  - Working Group on Business and Human Rights
- Climate Change
  - Side event at Conferences of the Parties (COPs)
  - Planetary Security Conference
  - World Water Day
  - World Toilet Day
- Urbanisation
  - World Urban Forum
  - International Research Group on Law and Urban Space

## Appendix VII Strategic Implementation

### Research Support Projects

#### *IDRC Staff: On RSP's as Enablers*

- “RSP is a basket for anything not research-dedicated, capacity building for researchers, communications activities...”
- “RSP generally in IDRC is a basket for anything that is not research.”
- “They will be more diverse than straightforward research projects.”
- “We can create RSPs that allow us to do workshops, to host the Calls if we want to do workshops or explore research gaps, which comes from RSPs on a focused thematic area.”
- “RSPs can be used after a project to develop their findings further. I think that Access to Justice has an RSP to scale up their work further, or others to attend workshops, etc.”
- “RSPs are very instrumental, they are small and flexible. You can finance a report.”
- “...helpful, but tricky. There are two types: Centre administered, and grantee administered. Centre administered means that we can ask for preparatory meetings, do a baseline study, host a workshop with key participants before the project. It's expensive because the GAD people are booking everything and it's a bad use of resources. Grantee administered ones are good for when there are large projects with some complexity, I would create one for them to do exploratory field research, to write a proposal for a \$1-2 million project. We also have RSPs for communications to hire a designer, etc.”

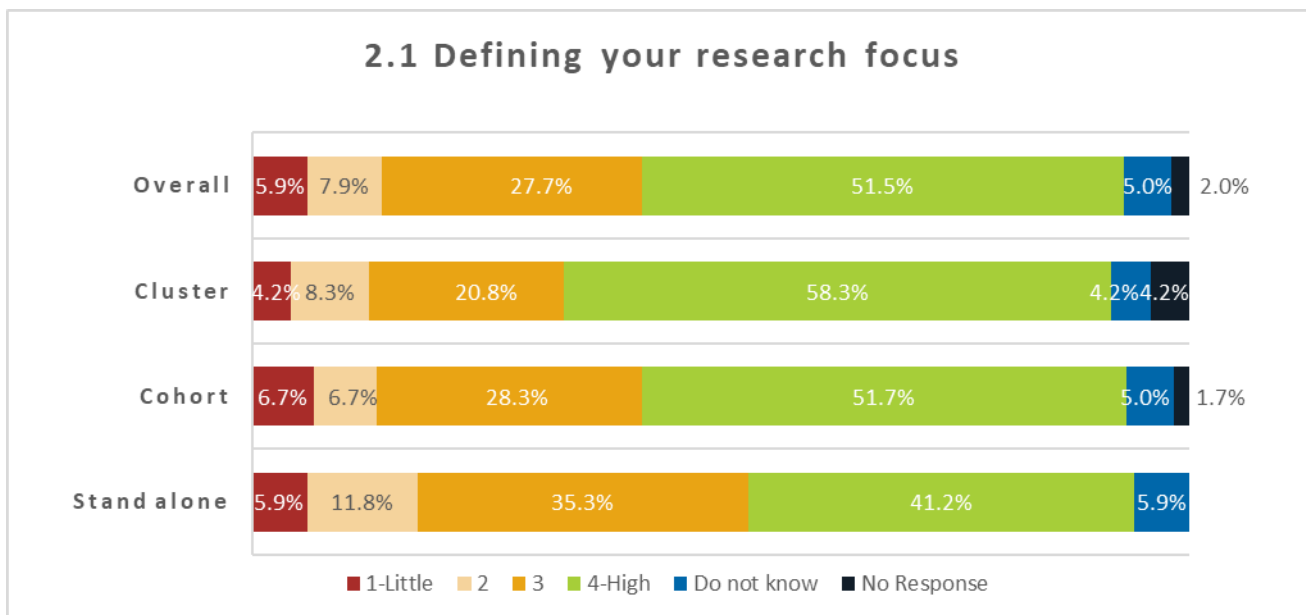
#### *IDRC Staff: Challenges of RSPs*

- “Moneys are really small. I haven't had a chance to do any RSPs of late. Not even in the last 5 years. Regional offices used to have a pot – Regional Activity Fund (RAF). Equivalent of RSP but for RAF. I used to use that pot very much. But that stopped in 2015. It became centralised and merged with centre funds now called forward planning funds, but it is not our fund. We have to apply and compete. ROs lost the fund where we could define priorities to a centrally administered pot. They have been discouraging from using small moneys.”
- “One of the difficulties is that RSPs are technically projects, and in order for projects to be approved there needs to be a plan, and a budget set out. There isn't something like a holding tank to draw from, it needs to follow the budget. But because the budget lines will often change, it brings challenges in how POs add certain activities to budget lines which need to be changed later. The challenge comes in needing to allocate money, but not having the categories in place beforehand of where it should be allocated.”

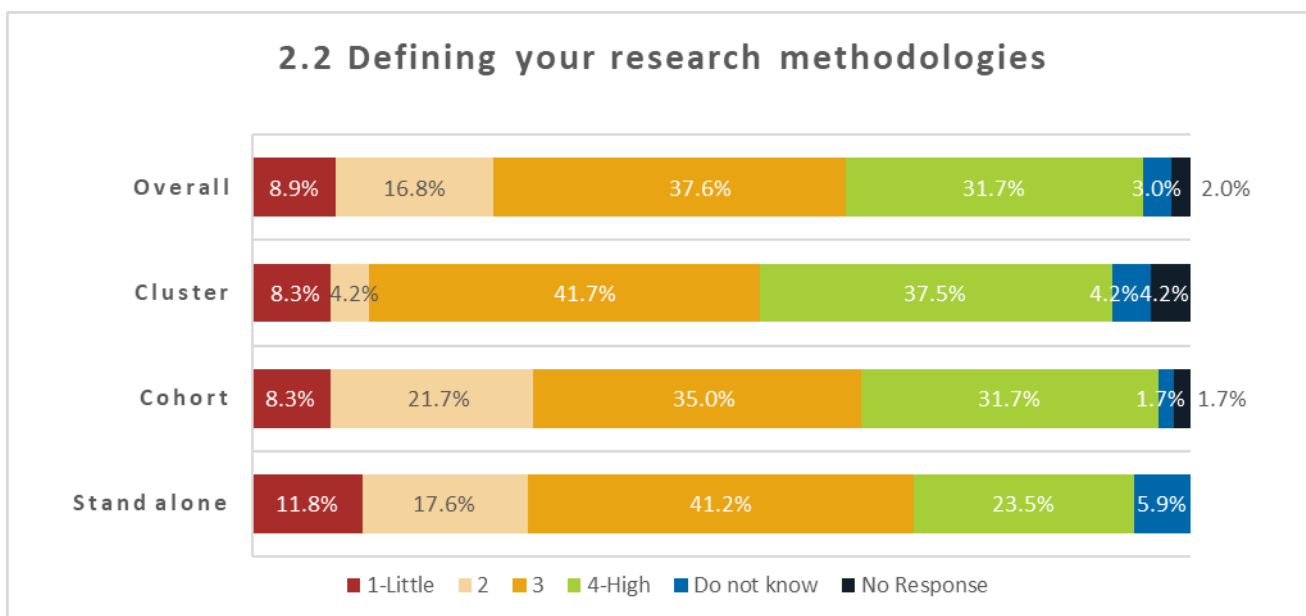


## GJ Program Support to Research Projects

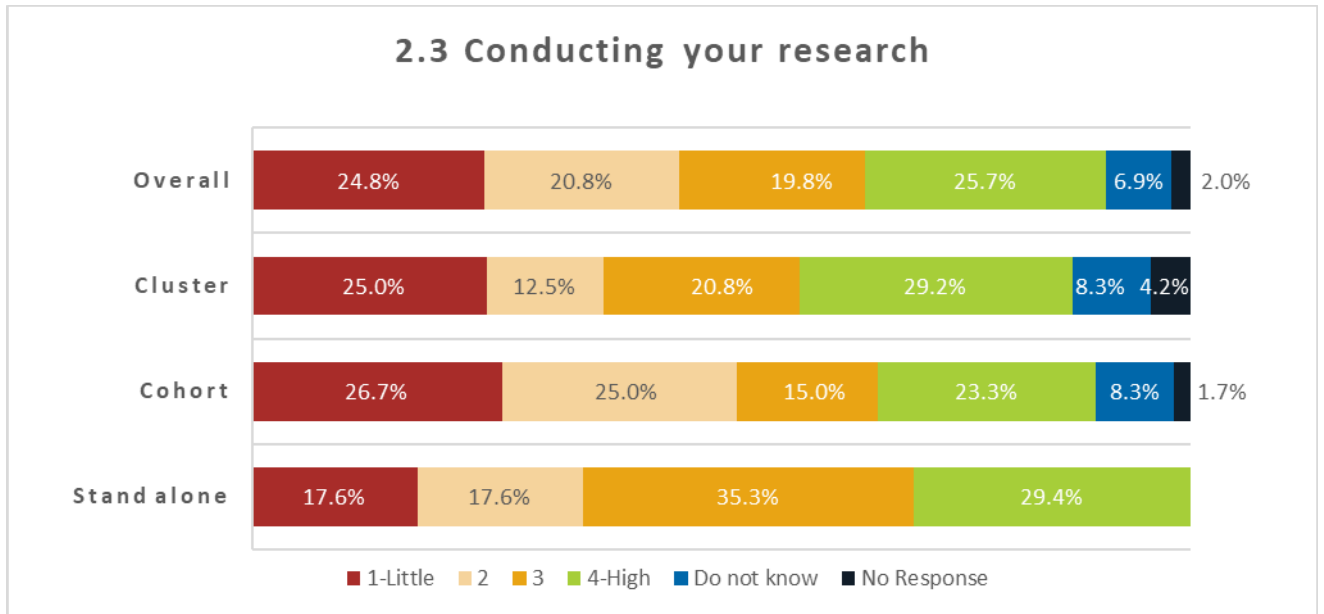
**Grantee perceptions on the extent to which they received support from the GJ Program to define their research focus, per grouping structure.**



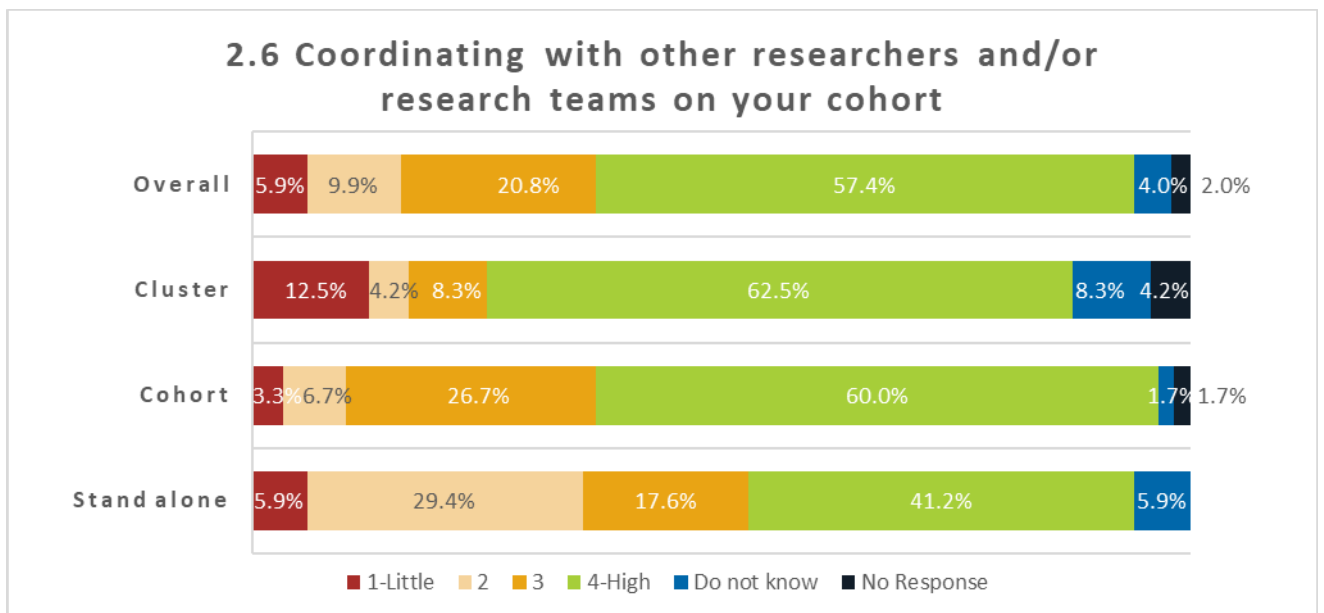
**Grantee perceptions on the extent to which they received support from the GJ Program to define their research methodologies, per grouping structure.**



**Grantee perceptions on the extent to which they received support from the GJ Program to conduct their research, per grouping structure.**



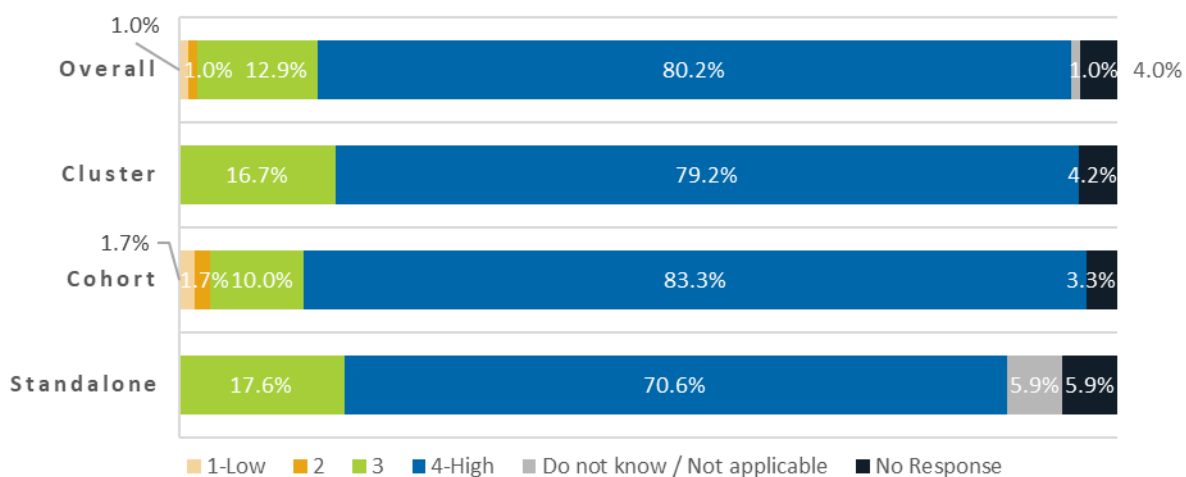
**Grantee perceptions on the extent to which they received support from the GJ Program to collaborate with peer researchers, per grouping structure.**



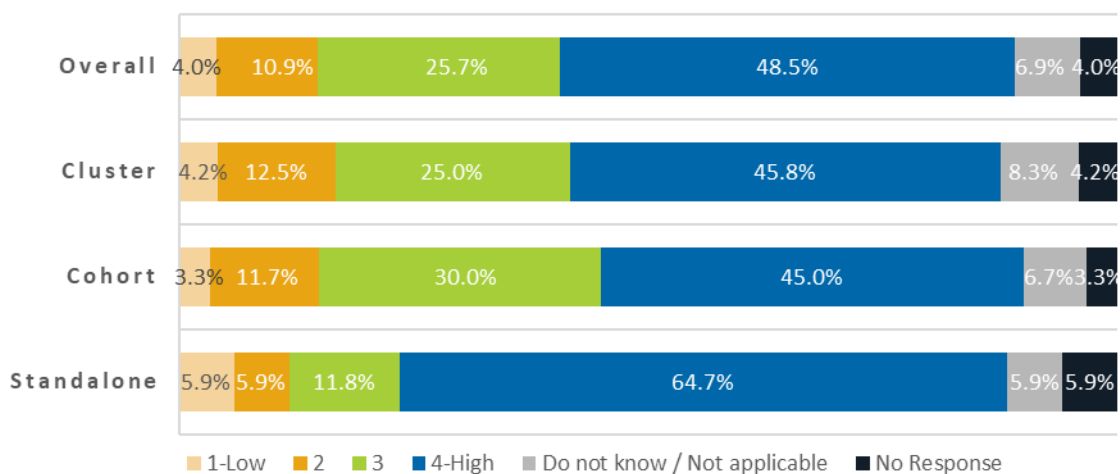
### Value-Added and Challenges of the Cohort Approach

*Grantee perceptions on the extent to which their research is targeted at national, regional and global users, per grouping structure.*

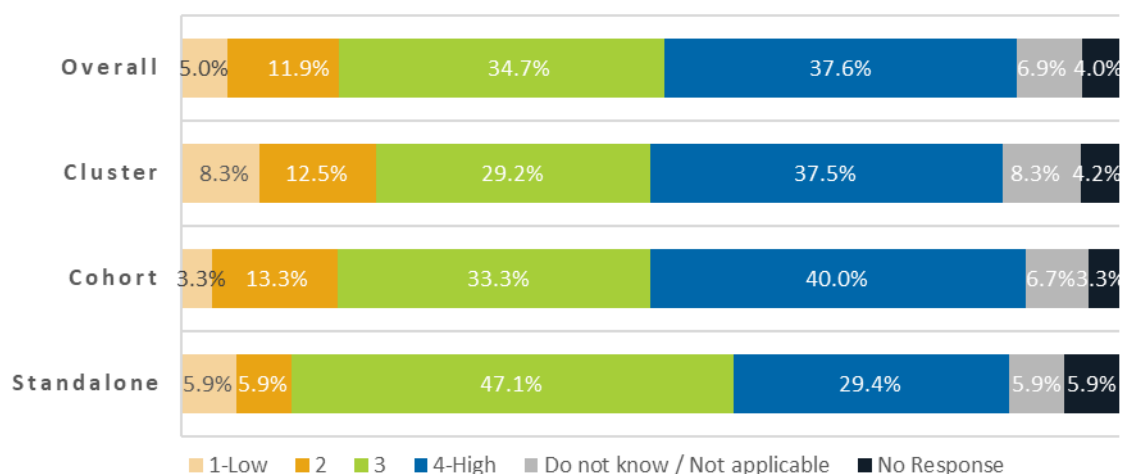
#### 3.15 Policy/decision-makers at national level



#### 3.16 Policy/decision-makers at regional level

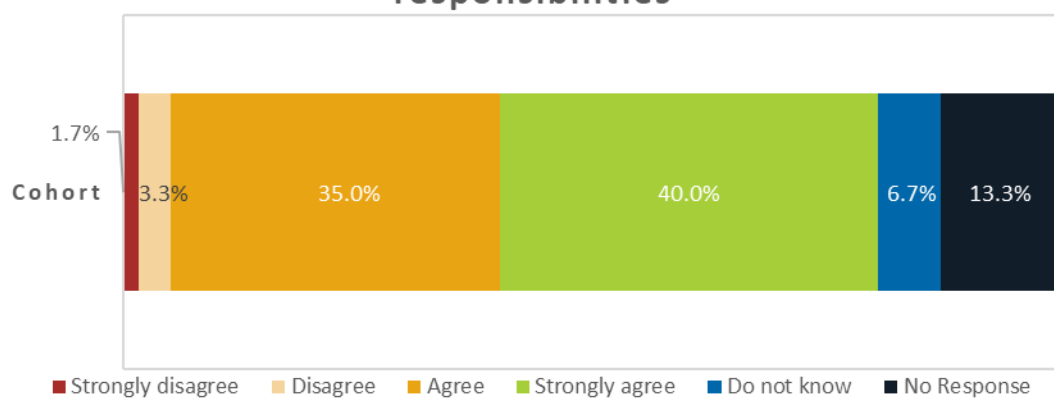


### 3.17 Policy/decision-makers at global level

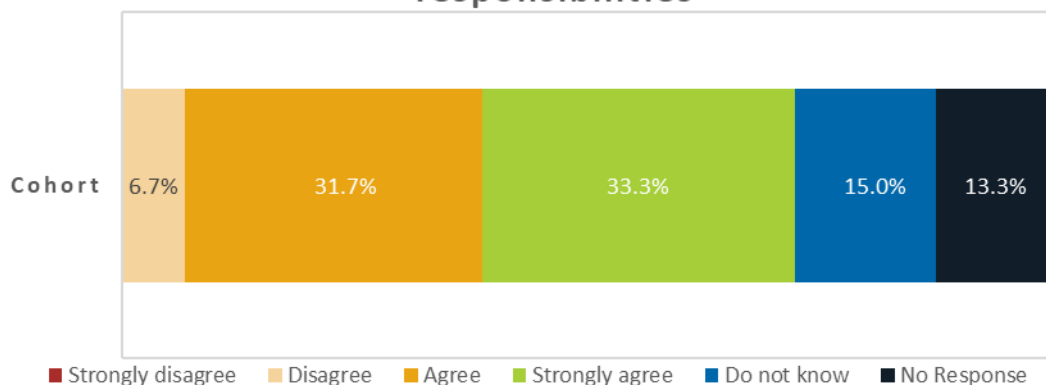


***Cohort-based grantee perceptions on the extent to which cohort coordinators and synthesis leads are clear about their responsibilities.***

### 10c.1 Coordinators were clear about their responsibilities

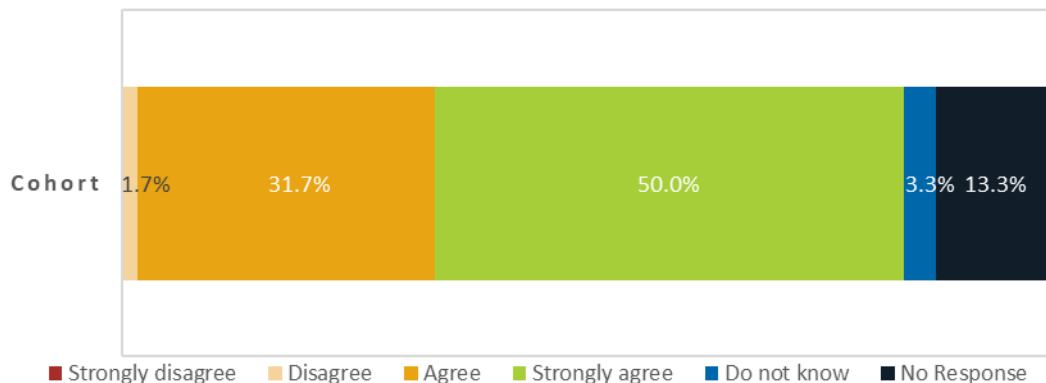


### 10c.3 Synthesis leads were clear about their responsibilities



***Cohort-based grantee perceptions on the extent to which the cohort approach is worth their investment in time.***

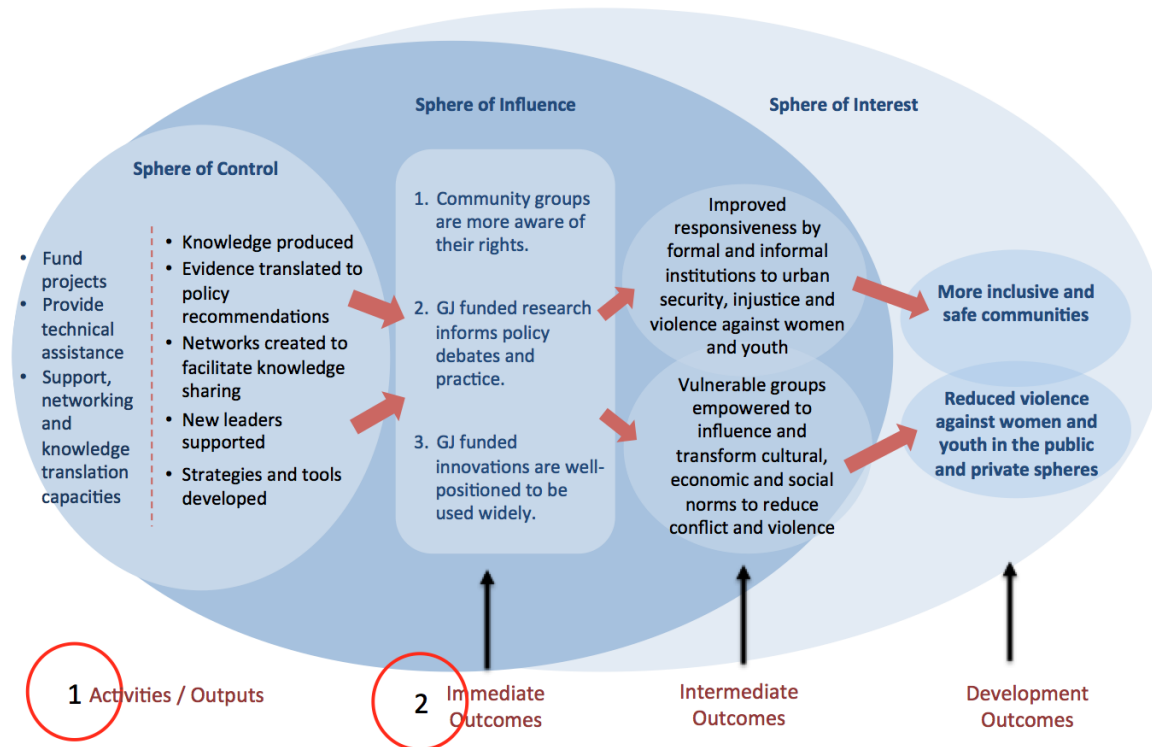
### 10c.5 The cohort approach is worth the investment in time for researchers



# Appendix VIII Cross-cutting Issues

## Monitoring & Evaluation System

### Governance and Justice: impact pathway



#### GJ Evidence values - complete information (on or after July 25th 2018)

##### Filter Summary

Responsible Off (Project)	Project Number (Project)	Indicator	Value	Evidence Value Name	Description	Date	Tag List	Country Name	Development Outcome
Adrian Di Giovanni	107762	# of GJ funded tools and strategies that are tested	1	Local Government Guide: Realising social rights under the decentralisation system in Uganda	From the research undertaken over time the Initiative for Social and Economic Rights (ISER) developed and published in June 2018 a Local Government Guide: Realising social rights under the decentralisation system in Uganda, a community and practitioners guide to participating in Local Government Processes. The guide is a graphical illustration of among others the opportunities available for citizens to engage with duty bearers at the Local Government Level and how to hold them accountable. ISER will be piloting it in three districts of Kayunga, Mukono and Bulikwe effective October 2018 with the support of volunteer community advocates. The guide discusses the local government structure, different local government offices and their mandate in service delivery; citizens' entitlements as provided for in the law and policies under the local government system. The ultimate aim is to enhance citizen empowerment and participation in local government processes for improved quality service delivery.	2018-09-05	citizen engagement, peace, justice and strong institutions	Uganda	

***Illustrative Quotes***

- “Reporting has become a capacity building exercise for us internally.” (Cluster PI)
- “Reports force you to track your progress, and helps to make results apparent as the work progresses.” (Cluster PI)
- “Multi-country projects are difficult to manage...reporting often becomes a burden for the project coordinator.” (IDRC PO)
- “There are many formal reporting demands from IDRC that include outlining all activities carried out or planned.” (Multi-country project PI)
- “M&E reports for IDRC aren’t just a summary of activities; they are lengthy and comprehensive reports. While it is good to have these comprehensive M&E reports, it entails a lot of work for the researchers.” (Cohort PI)

## Appendix IX Full Methodology

### Mixed Methods Approach

The evaluation team adopted a mixed-methods approach to this evaluation. The following tables provide an at-a-glance perspective of the specific methods and their deployment. This is followed by a more specific and detailed discussion of the sampling strategy developed for this evaluation, and the variegated/tiered deployment of each of these methods by grouping of projects and stakeholders.

#### Overview of Methods

DATA COLLECTION METHOD	DETAILS
<b>Program-Level Document Review</b>	<p>The evaluation team conducted an in-depth review of program-level documentation, including:</p> <ul style="list-style-type: none"> <li>GJ strategic documents</li> <li>GJ Call documents</li> <li>GJ monitoring framework, documents and data</li> <li>GJ reports to management and the Board of Governors</li> </ul>
<b>Project-Level Portfolio Review</b>	<p>The evaluation team conducted an in-depth review of project-level documentation, including:</p> <ul style="list-style-type: none"> <li>PADS</li> <li>Project technical reports</li> <li>PMR, Trip Reports</li> <li>Project Completion Reports (PCRs)</li> <li>Project-level outputs (e.g. publications, presentations, films, meeting minutes, etc.)</li> </ul> <p>The evaluation team also identified trends for projects that have been more, or less, gender intentional than others. Trends were identified based on a set of criteria including region, PO, call/cluster, theme, etc. To identify factors explaining these trends, this analysis was complemented by qualitative data gathered during an FGD with PIs (see below in the FGD section), as well as semi-structured interviews with POs. In Tier 2, we also included a completed project which was less gender intentional than others, as well as a recent project whose design better integrated gender, both of which were/are under the leadership of the same PI. The rationale for integrating these two projects in Tier 2 is to examine the evolution of gender in the projects and identify key factors contributing to improvement. The PI was invited to participate in one of the focus groups on gender (see approach to the FGDs below).</p>
<b>Conference/ Workshop Participation</b>	<p>The evaluation team attended conferences/workshops in Nepal and Senegal. Attendance allowed the team to interview with GJ grantees, IDRC country office staff, knowledge users and Canadian Government missions abroad.</p>



DATA COLLECTION METHOD	DETAILS
<b>Field Missions</b>	The evaluation team undertook field missions in Nepal, India, Senegal, Colombia, Costa Rica and Chile. These missions allowed the evaluation team to conduct in-depth consultations with key stakeholders through semi-structured interviews and FGDs.
<b>Semi-Structured Interviews</b>	Semi-structured interviews were undertaken with key respondents on programmatic, project and strategic dimensions of the evaluation, including IDRC staff, PIs, cluster coordinators, and global/local research users. The evaluation team conducted group interviews with PIs and researchers from all Tier 1 projects. The evaluation team asked the GJ team to provide a list of global users and Tier 1 project PIs to identify a few local research users. The evaluation team selected randomly research users from those lists.
<b>Focus Group Discussions</b>	<p>The evaluation team conducted one FGD with PIs from the same cluster/cohort, for all clusters (regardless of whether or not a PI's project was included in Tier 1 or Tier 2). The purpose of this FGD was to learn more about the benefits and limitations of the cluster/cohort approaches. Since these FGDs focused on processes, PIs from the latest cohorts/clusters were also consulted.</p> <p>Also, to better understand the factors explaining why some project were less gender intentional than others, the evaluation team conducted FGDs to this effect.</p>
<b>Online Survey</b>	Given the geographic spread of GJ grantees, an online survey administered in English, French and Spanish to all GJ grantee team members allowed the evaluation team to capture a diversity of perspectives and insights on the range of evaluation questions.

**Engagement**

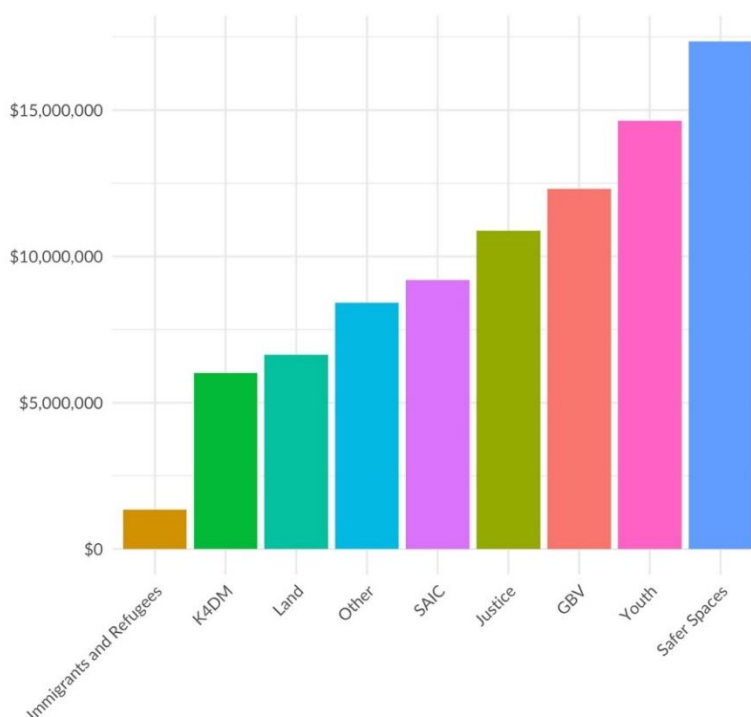
DATA COLLECTION METHOD	TYPE OF STAKEHOLDER	COUNT
<b>INTERNAL TO GJ SPHERE OF INFLUENCE</b>		
<b>Semi-Structured Interviews / Group interviews</b>	IDRC high-level leadership	5
	IDRC cross-program staff – including Communications, Grants & Administration Division	3
	IDRC GJ program staff – including HQ and ROs	8
	IDRC GJ grantees – PI and researchers (one group interview per Tier 1 project)	All Tier 1 projects covered
	Cluster/Cohort coordinators (Tier 1 & 2)	4
<b>Focus Group Discussions</b>	One FDG with PIs for each cluster/cohort	Full cluster coverage
<b>Online Survey</b>	Open to all members of GJ supported research teams	Distributed to 226 PIs, researchers, coordinators and synthesis leads, received 103 responses.
<b>EXTERNAL TO GJ SPHERE OF INFLUENCE</b>		
<b>Semi-structured interviews</b>	Global Research Users	12
	Tier 1 Project Research User	10
	Canadian Government Mission Staff <sup>44</sup>	3

<sup>44</sup> Canadian government mission staff abroad are not intended audiences of the GJ Program and therefore the evaluation did not assess the extent to which this ‘audience’ has been reached. Nonetheless, this group of stakeholders were consulted to gain a better understanding of the context in visited countries, as well as key priorities around thematic areas addressed by the GJ Program.

## Sampling Strategy

Within the scope of this evaluation, the GJ portfolio included 170 projects which have completion dates after 2015, with a total budgeted amount of CAD 86.7 million. Projects within the Safer Spaces, Youth, and GBV thematic areas rank highest in amounts per thematic area, with CAD 17.3, CAD 14.6, and CAD 12.3 million in budgeted amounts, respectively. Of the 170 projects with anticipated completion dates after 2015, 89 (52%) have been approved within the 2015-2020 GJ strategic planning period.

### *GJ portfolio (n = 170) of projects with completion dates after 2015*



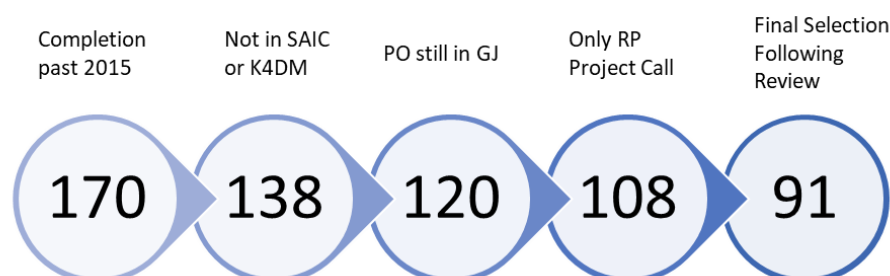
Graphic features entire GJ portfolio outside of evaluation sample (e.g. SAIC, K4DM, and Other projects)

### *GJ Projects Approved, by Year*

YEAR	PROJECTS APPROVED
2011	7
2012	22
2013	39
2014	12
2015	18
2016	32
2017	26
2018	13

Of the 170 GJ projects with completion dates after 2015, not all of these were within the scope of the current evaluation. When further culling, the overall project list excluded SAIC and K4DM projects, projects where the PO has left the GJ program, keeping all but RPs. Subsequently, the GJ team reviewed shortlisted projects and eliminated those which focused on themes no longer relevant to GJ's strategic priorities (e.g. projects focusing on human security). The eligible project population for sampling amounted to 91 projects and one project was added following a request from GJ, leading to a final project population of 92 projects.

### Defining the Eligible Project Population



A variegated/tiered sampling approach was applied to the population of 92 projects, to ensure that the evaluation could, with robust confidence, address the program-level focus of the evaluation.<sup>45</sup> The following table outlines the geographic, thematic, PO, selection-related and random factors that were considered for our sampling approach to the 92 projects.

### Sample Selection Criteria

CRITERION	DESCRIPTION
<b>Geographic</b>	The sample needed to be proportionally representative of the geographic diversity of the GJ program, including projects from SSA, LAC, and Asia, with a discretionary inclusion of projects from the Middle East North Africa (MENA) and global projects.
<b>Thematic</b>	The sample needed to be appropriately proportionately representative of all thematic research areas within the GJ program: Youth, GBV, Land, Safer Spaces, and Justice. Most of the projects selected in Tier 1 and Tier 2 were either gender-sensitive or gender-transformative, with only four gender aware projects. While the evaluation team understood that there was a positive bias for gender-sensitive and transformative projects in the project sample, this limitation was mitigated by intentionally examining some projects that have been less gender intentional. (See approach discussed in Table 3.1)
<b>GJ Project / PO Diversity</b>	The sample needed to take into consideration the diversity and uniqueness of PO approaches to portfolio management and relationships with grantees.
<b>Project/Grantee Selection</b>	The sample needed to take into account the diverse ways in which projects/grantees have been identified and selected, including direct identification, Closed Calls, and through RSPs.

<sup>45</sup> A single exception was made with the inclusion of project 108565, "A comparative study of child marriage and parenthood in Ethiopia, India, Peru and Zambia", which was selected given the diversity of its team and project-specific approach to coordination

CRITERION	DESCRIPTION
Random	The sample needed to include a number of randomly selected projects to ensure a diversity of projects (e.g. as related to their effectiveness, challenges faced, perspectives of PO support, etc.).

## A Tiered Approach to Sampling

Given the eligible landscape of 92 projects, the evaluation team developed a variegated or tiered approach that matched specific methods to specifically sampled sub-populations of projects and stakeholders (see figure below for an overview).

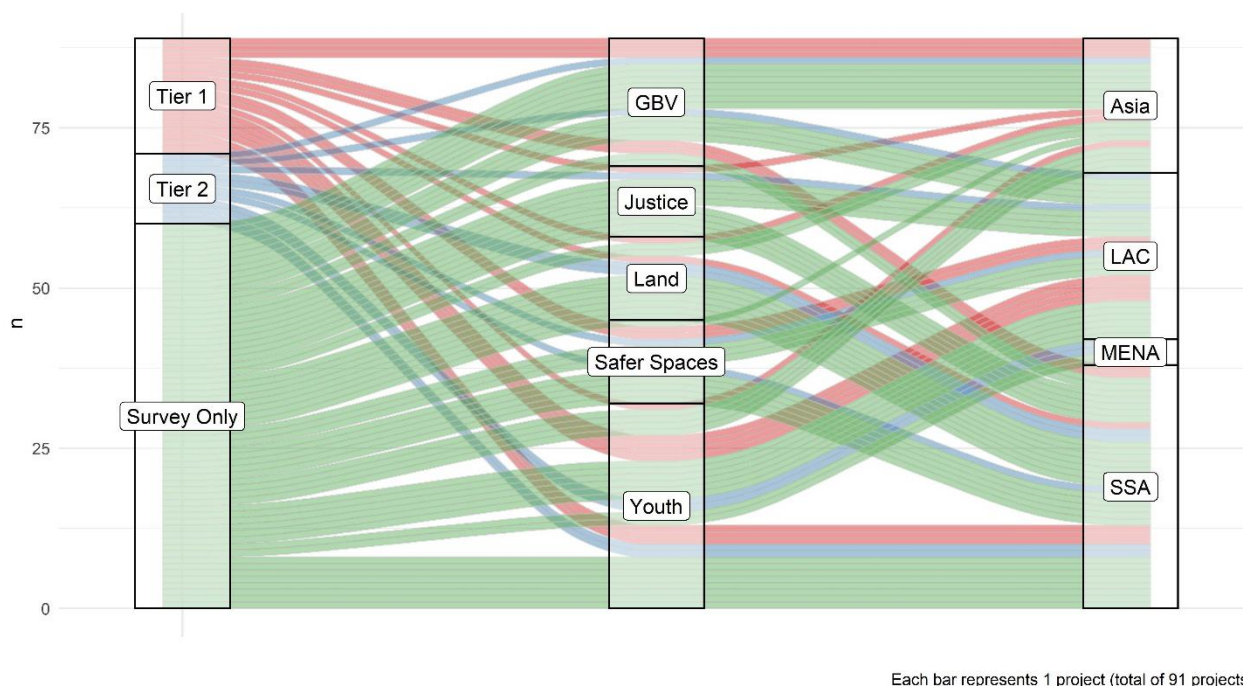
- Tier 1 involved a deep dive into **20 projects**, which represented 22% of the 92 project landscape.
- Tier 2 involved a document review of **11 projects**, which represented 12% of the 92 project landscape.
- Tier 3 involved a survey of the grantee-wide population of **92 projects**, including multiple members of each project team.

### Overview of Methodological Approach



The figure below provides a visual representation of the 92-project universe, as sampled proportionally in the regional and thematic tiers. For the full breakdown of how each selected project was proportionally represented, see Appendix X . It reflects the proportionate representation of projects that were subject to Tier 1 and Tier 2 sampling and methods, as well as the balance that participated only through the online survey. All projects in the sample were approached at some point in the evaluation, through Tier 1, Tier 2, or through survey participation, and all projects from Tiers 1 and 2 were proportionately representative of the Regional and Thematic breakdown of projects in the portfolio sample.

### *Tiers 1 and 2 are proportionally represented across themes and regions*



The overall sample of 20 projects that were engaged with in Tier 1 covers research that is active in 35 countries. For a complete list of specific selected projects included in this study, see Appendix X .

## Field Missions

For the purposes of data collection, the evaluation team undertook a number of field missions that included conference/workshop attendance and also direct engagement with project teams and other stakeholders, as outlined earlier. The following table outlines the evaluation team's attendance at conferences/workshops, in Nepal and Senegal.

### *Project Conference Engagement*

CONFERENCE - LOCATION	GJ PROJECT DETAILS			
	# OF COUNTRIES REPRESENTED	# OF PROJECTS REPRESENTED	COHORT	THEMATIC AREAS
Kathmandu, Nepal	3	3	ECFM	GBV
Dakar, Senegal	6	3	Youth Africa (2016)	Youth

The following table provides an overview of the field missions the evaluation team realised for this study. Field missions were undertaken in Nepal, India, Senegal, Chile, Costa Rica and Colombia.

***Project Engagement Through Country Visits***

COUNTRY VISIT - LOCATION	GJ PROJECT DETAILS			
	# OF COUNTRIES INVOLVED ACROSS PROJECTS	# OF PROJECTS REPRESENTED	STANDALONE; CLUSTER/COHORT	THEMATIC AREAS
New Delhi, India	7	3	Land (1); Justice; 1 Standalone project	Land, Justice, Youth
Dakar, Senegal	6	6	Youth Africa (2016); Land (2); 1 Standalone project	Youth, Land, GBV
Santiago, Chile	7	2	1 standalone and 1 clustered project	Justice, Building Leaders
San Jose, Costa Rica	6	1	Economic violence LAC	Youth
Colombia (Bogota, Medellín)	6	2	2 standalone projects	Safer Spaces, GBV

# Appendix X Detailed List of Sampled Projects

## Sample Proportions in Tier 1 and Tier 2

### Regional Representation

REGION	COUNT	PROPORTION OF TOTAL	COUNT IN TIER 1	COUNT IN TIER 2	TIER 1 & 2 PROPORTION OF SAMPLE % (N = 31)	PROPORTIONAL + / -
Asia	21	23	6	2	26	+ 3
Global	1	1	1	0	3	+ 2
LAC	27	30	6	4	32	+ 2
MENA	4	4	0	0	0	- 4
SSA	38	41	7	5	39	- 2
Total	91	100	20	11	100	+ 1 (slightly more proportionately represented)

### Thematic Representation

THEME	COUNT	PROPORTION OF TOTAL (%)	COUNT IN TIER 1	COUNT IN TIER 2	TIER 1 & 2 PROPORTION OF SAMPLE % (N = 31)	PROPORTIONAL + / -
Building Leaders	1	1	1	0	3	+ 2
GBV	20	22	7	3	32	+ 10
Immigrants and Refugees	1	1	0	0	0	- 1
Justice	11	12	2	0	6	- 6
Land	13	14	2	2	13	- 1
Safer Spaces	13	14	1	5	19	+ 5
Youth	31	35	7	1	26	- 9
Total	91	100 %	20	11	100%	0 (representative)



**Project Officer Representation**

PO	COUNT	PROPORTION OF TOTAL (%)	COUNT IN TIER 1	COUNT IN TIER 2	TIER 1 & 2 PROPORTION OF SAMPLE % (N = 31)	PROPORTIONAL + / -
Ceballos	12	13	3	4	23	+ 10
Di Giovanni	16	19	1	2	10	- 9
Do	1	1	1	0	3	+ 2
Gottsbacher	15	17	2	2	13	- 4
Mutisi	9	10	1	1	6	- 4
Singh	20	22	6	1	23	+ 1
Thioune	16	17	6	0	19	+ 2
Vargas	2	2	0	1	3	- 1
<b>Total</b>	91	100 %	20	11	100	- 3 (slightly less proportionately represented)

**Tier 1 Projects**

PROJECT NUMBER	PROJECT TITLE	RESPONSIBLE OFFICER	BUDGET (CAD)	REGION	COUNTRIES	MAIN THEMATIC	GROUPING STRUCTURE
<b>108581</b>	Women supporting women: Networked civic engagement to foster effective women's leadership for inclusive policymaking	Ceballos	356,500	LAC	Chile	Building Leaders	Standalone
<b>108093</b>	Youth Employment to Reduce Violence in Central America	Ceballos	534,100	LAC	Costa Rica, El Salvador	Youth	Cohort: Economic Opportunities & Violence LAC
<b>108774</b>	Economic opportunities, violence, and vulnerable youth in Latin America	Ceballos	500,000	LAC	South and Central America	Youth	Cohort: Economic Opportunities & Violence LAC

PROJECT NUMBER	PROJECT TITLE	RESPONSIBLE OFFICER	BUDGET (CAD)	REGION	COUNTRIES	MAIN THEMATIC	GROUPING STRUCTURE
107995	The Role of the Private Sector in Reducing Corruption in Latin America	Di Giovanni	622,300	LAC	Argentina, Bolivia, Brazil, Colombia, Chile, Peru,	Justice	Cluster: Justice
108565	A comparative study of child marriage and parenthood in Ethiopia, India, Peru and Zambia	Do	1,120,200	Global	India, Peru, Zambia, Ethiopia	GBV	Cohort: ECFM
108437	Security for Women and the LGBTI Community: Current Conditions, Prospects and Territorial Challenges in the Post-conflict Context	Gottsbacher	650,800	LAC	Colombia	GBV	Standalone
108583	Community voices and initiatives for building safer spaces in Latin America and the Caribbean	Gottsbacher	544,800	LAC	México, El Salvador, Guatemala, Honduras, Colombia and Jamaica	Safer Spaces	Standalone
108482	Youth engagement in addressing violent extremism and gender violence through early warning systems in Kenya and Tanzania	Mutisi	509,600	SSA	Kenya, Tanzania	Youth	Cohort: Youth Africa 2016
107161	The Justice Project	Singh	585,800	Asia	Bangladesh, India, Sri Lanka, Nepal, Pakistan	Justice	Cluster: Justice

PROJECT NUMBER	PROJECT TITLE	RESPONSIBLE OFFICER	BUDGET (CAD)	REGION	COUNTRIES	MAIN THEMATIC	GROUPING STRUCTURE
<b>107976</b>	Land Conversion, Social Impacts and Legal Remedies: Understanding the role of Community Paralegals in addressing impacts of land use change in Asia	Singh	513,000	Asia	Indonesia, Myanmar, India	Land	Cohort: Land 1
<b>108283</b>	The Role of Small Cities in Shaping Youth Employment Outcomes in Indonesia	Singh	263,200	Asia	Indonesia, India	Youth	Cluster: Youth
<b>108104</b>	HUMSATHI: Empowering girls to become their own advocates and boys as allies to end early child and forced marriage	Singh	650,000	Asia	Pakistan	GBV	Cohort: ECFM
<b>108110</b>	Preventing Early Marriage in Urban Poor Settlements in Bangladesh	Singh	500,000	Asia	Bangladesh	GBV	Cohort: ECFM
<b>108202</b>	Know Fear: Making rural public spaces safe for women and girls	Singh	799,800	Asia	India	GBV	Cohort: ECFM
<b>108103</b>	Violences sexuelles et accès à la justice pour les femmes rurales en Afrique de l'Ouest	Thioune	528,700	SSA	Senegal, Mauritania	GBV	Cluster: GBV

PROJECT NUMBER	PROJECT TITLE	RESPONSIBLE OFFICER	BUDGET (CAD)	REGION	COUNTRIES	MAIN THEMATIC	GROUPING STRUCTURE
108532	Justice sociale et inclusion face aux mariages précoces des filles en Afrique de l'Ouest	Thioune	728,100	SSA	Senegal, Côte d'Ivoire	GBV	Cohort: ECFM
108394	Jeunesse, violence et criminalité en Afrique de l'Ouest : Stratégies de résilience et de sécurisation des espaces urbains et péri-urbains	Thioune	748,400	SSA	Burkina Faso, Senegal	Youth	Cohort: Youth Africa 2016
108475	La violence chez les jeunes à Dakar - Acteurs, Contexte et Réponses	Thioune	376,900	SSA	Senegal	Youth	Cohort: Youth Africa 2016
108477	Responses to Female Youth Violent Extremist Group in Mali and Niger	Thioune	485,700	SSA	Mali, Niger	Youth	Cohort: Youth Africa 2016
108695	Promotion of inclusive land governance to improve women's land rights in Senegal	Thioune	399,200	SSA	Senegal	Land	Cohort: Land 2

## Tier 2 Projects

PROJECT NUMBER	PROJECT TITLE	RESPONSIBLE OFFICER	BUDGET (CAD)	REGION	COUNTRIES	MAIN THEMATIC	GROUPING STRUCTURE
<b>107672</b>	Addressing Local Conflicts in South America: New Responses for New Scenarios	Ceballos	478,700	LAC	Chile, Uruguay	Safer Spaces	Standalone
<b>108187</b>	Promoting nonviolent masculine identities in El Salvador and Nicaragua	Ceballos	490,400	LAC	El Salvador, Nicaragua	GBV	Standalone
<b>107605</b>	The East African Resilience Innovation Hub	Ceballos	1,998,100	SSA	Kenya	Safer Spaces	Standalone
<b>108239</b>	Subnational Violence Monitoring in Asia	Ceballos	872,000	Asia	South East Asia	Safer Spaces	Standalone
<b>107524</b>	Pathways to Accountability in the Global Land Rush: Lessons from West Africa	Di Giovanni	618,700	SSA	Cameroon, Ghana, Senegal	Land	Cohort: Land 1
<b>108198</b>	Strengthening Community Land Rights and Responses to Involuntary Displacement caused by Development Projects in Zimbabwe	Di Giovanni	355,700	SSA	Zimbabwe	Land	Cohort: Land 1

PROJECT NUMBER	PROJECT TITLE	RESPONSIBLE OFFICER	BUDGET (CAD)	REGION	COUNTRIES	MAIN THEMATIC	GROUPING STRUCTURE
<b>107043</b>	Urban Violence Reduction and Citizen Security in Brazil, Colombia, Mexico and South Africa	Gottsbacher	601,000	LAC	Brazil, Colombia, Mexico, South Africa	Safer Spaces	Cluster: Safer Spaces
<b>108236</b>	Reduction of gender and institutional violence against mesoamerican migrant women	Gottsbacher	397,100	LAC	Mexico, Guatemala	GBV	Standalone
<b>107445</b>	Assessing the Effectiveness of Alternative Community led security mechanisms in Urban Eastern Africa	Mutisi	522,100	SSA	Kenya, Rwanda, Tanzania, Uganda	Safer spaces	Standalone
<b>107134</b>	Sexual violence and Impunity in South Asia	Singh	612,600	Asia	Bangladesh, India, Sri Lanka, Nepal, Pakistan	GBV	Cluster: GBV
<b>109001</b>	Job creation and Violence Prevention in Nairobi: The National Youth Service Community Cohorts Program.	Vargas	Unknown	SSA	Unknown	Youth	Cohorts: Economic Violence LAC and Youth Africa 2016

## Appendix XI Learning and Knowledge Translation

Given this is a learning-oriented mandate, the evaluation team designed an approach to this work, in consultation with the GJ team, to include key learning moments for IDRC and other stakeholders as well as knowledge translation practises more broadly. Both learning and knowledge translation are discussed below. A series of monthly “Check-ins” were also agreed as an evaluation management strategy, in order for the evaluation team and the GJ program team to maintain close contact. Regular email contact was also maintained.

- **Inception Meeting:** The evaluation team spent two days with the GJ team in Ottawa and in videoconference with IDRC team members in Kenya and India. The methodologically- and programmatically informed approach to this meeting set the tone for the entirety of the assignment.
- **Draft Inception Report:** The draft inception report was received and reviewed by the GJ PL, POs and other staff (including the IDRC evaluation buddy) as well as by the Academic Advisor, for discussion and comment.
- **Stakeholder Engagement:** In late-October, the evaluation team initiated interviews and FGDs with IDRC and project teams. In particular, facilitated FGDs with project teams created experience-sharing around the evaluation questions among team members.
- **Draft Survey:** The draft survey was received and reviewed by the GJ PL and a small subset of POs/ other staff (including the IDRC evaluation buddy) as well as the Academic Advisor, for discussion and comment. One French-speaking and another Spanish-speaking PO ensured the accuracy of translations.
- **Event Attendance:** The evaluation team attend multiple events throughout the assignment’s trajectory.
- **Preliminary Findings:** An in-person and virtual preliminary findings presentation was held in Ottawa in January 2019. The GJ team and the Academic Advisor provided insightful feedback that the evaluation team then integrated into the draft report.

Beyond such “check-ins”, the evaluation team pursued learning from the assignment in the following two ways:

- The evaluation team presented three webinars to GJ grantees (who constitute primary users of this evaluation) in order to share main insights, answer questions, and gather feedback, providing for a meaningful two-way learning opportunity. In order to maximise accessibility and participation, the three webinars were respectively presented in English, French, and Spanish, the grantees’ main working languages, and were scheduled to accommodate for their geographic location. The webinars were recorded, allowing for further use.
- One evaluation team member has remained available to participate in 1-2 learning-oriented events through April 2019, at IDRC and at one public location.

## Appendix XII Risks and Limitations

### Risk/Limitation Management Plan

RISK/LIMITATION	MITIGATION MEASURES
Depending on the quality and consistency of data available, and on the Level of Effort (LOE) available for this mandate, it will not be feasible to assess all 170 research projects.	The team developed a variegated/tiered sampling methodology, as discussed in the inception report.
Project completion reports are self-reported data (by the POs) and there is no formal mechanism to validate reported data. Therefore, the quality of data may vary among PCRs produced by different POs.	To mitigate this limitation, the evaluation team triangulated data from the PCRs with other sources of information, particularly FGDs and semi-structured interviews with PIs and researchers.
Outcome-level reporting in progress/annual report is scarce and anecdotal.	The evaluation team mitigated this issue by asking key stakeholders (namely, POs, PIs and researchers) to reflect on GJ contribution to outcomes as per GJ's Impact Pathways.
Consulting with some "targeted research users" might prove difficult due to the high rotation of public servants and other organisational staff.	The team conducted in-depth interviews with a sample of research users to ensure valuable and appropriate data is collected, adopting a variety of different sampling approaches (e.g. snowballing, if and as necessary). The team also searched for initiatives that show that researchers walk the extra mile to engage public policy debates.
Insecurity or health hazards in certain countries put data collection activities at risk.	The team considered security and health issues in sampling projects and countries and selected Nepal, India, Senegal, Colombia, Costa Rica and Chile. The evaluation team monitored the security and health situation with Canadian and United Nations (UN) agencies before/during data collection.
Logistic problems or delays associated with transportation and access to districts.	The team selected countries and projects during the inception phase partly based on accessibility by car, train or plane. We have assessed distance to be covered, quality of roads, surrounding potential unrest, weather issues, and best means of transportation. We intended to undertake daytime travel only in the field.
Language and cultural barriers	The team is composed of consultants with proficient language capabilities in French, English, Spanish and Arabic and with extensive experience conducting research and evaluation in all sampled countries.



# Appendix XIII Terms of Reference


**IDRC | CRDI**

International Development Research Centre  
Centre de recherches pour le développement international

## REQUEST FOR PROPOSAL (“RFP”)

<b>RFP Title:</b>  Governance and Justice Program Evaluation	<b>RFP #:</b>  18190013
<b>Issue Date:</b>  Friday, June 22, 2018	<b>Close Date &amp; Time:</b>  Monday, July 16, 2018 at 1:00 p.m. Eastern Standard Time
<b>Contracting Authority Division:</b>  Procurement Services <i>Name:</i> Lindsay Empey <i>Title:</i> Procurement Officer <i>Email:</i> fad-ps@idrc.ca  <b>Street address:</b> 150 Kent Street, Constitution Square, Tower III, Ottawa, Ontario, K1P 0B2, Canada / <b>Mailing address:</b> PO Box 8500, Ottawa, Ontario, K1G 3H9, Canada)	<b>Originating Division:</b>  Governance and Justice Program

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## INTERNATIONAL DEVELOPMENT RESEARCH CENTRE

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## INTERNATIONAL DEVELOPMENT RESEARCH CENTRE

**SECTION 1 – INTRODUCTION**

The purpose of this section is to provide general information about the International Development Research Centre (“IDRC” or “Centre”) and this RFP.

**1.1 IDRC OVERVIEW**

IDRC was established by an act of Canada’s parliament in 1970 with a mandate “to initiate, encourage, support, and conduct research into the problems of the developing regions of the world and into the means for applying and adapting scientific, technical, and other knowledge to the economic and social advancement of those regions.” A **Canadian Crown corporation**, IDRC supports leading thinkers who advance knowledge and solve practical development problems. IDRC provide the resources, advice, and training they need to implement and share their solutions with those who need them most. In short, IDRC increases opportunities — and makes a real difference in people’s lives. Working with development partners, IDRC multiplies the impact of investment and brings innovations to more people in more countries around the world. IDRC offers fellowships and awards to nurture a new generation of development leaders. IDRC employs about 400 people at the head office located in Ottawa, Canada, and in four (4) regional offices located in Cairo-Egypt, New Delhi-India, Nairobi-Kenya, and Montevideo-Uruguay. IDRC is governed by a board of up to 14 governors, whose chairperson reports to Parliament through the Minister of International Development. For more details visit: [www.idrc.ca](http://www.idrc.ca)

**1.2 PURPOSE OF THIS RFP**

IDRC requests proposals for the provision of an evaluation team for the Governance and Justice program. Requirements are described in section 2, the Statement of Work (“Services”).

**1.3 DOCUMENTS FOR THIS RFP**

The documents listed below form part of and are incorporated into this RFP:

- This RFP document
- Annex A – Resulting Contract Terms and Conditions

**1.4 TARGET DATES FOR THIS RFP**

The following schedule summarizes significant target events for the RFP process. The dates may be changed by IDRC at its sole discretion and shall not become conditions of any Contract which may be entered into by IDRC and the selected Proponent.

Event	Date
RFP issue date	See page 1
Deadline for Enquiries	See section 5.1
RFP close date	See page 1
Evaluation, selection, and notification of Lead Proponent	August 2018
Commencement of Services	September 2018

## SECTION 2 – STATEMENT OF WORK

This section is intended to provide Proponents with the information necessary to develop a competitive proposal. The Statement of Work ("SOW") is a complete description of the tasks to be done, results to be achieved, and/or the goods to be supplied.

### 2.1 INTRODUCTION AND PROJECT OVERVIEW

#### 2.1. BACKGROUND

The Governance and Justice Program (GJ) funds research that addresses development challenges posed by insecurity, injustice, and the abuse of power. It supports evidence-based research that helps citizens and public authorities address the sources of violence, exclusion, poor governance and injustice in a gender sensitive manner. The result is a better understanding of how institutions and practices can be made more effective and accountable to the populations they serve.

The work of the program is organized around two interrelated thematic areas of focus: (i) creating safer spaces, free from violent conflict and insecurity; and (ii) empowering vulnerable groups, particularly women and girls, to prevent and overcome gender violence. Since 2015, the program has had two major co-funded partnerships 'Safe and Inclusive Cities' which ended in July 2017 and a new initiative called Knowledge for Democracy in Myanmar. As both of these initiatives have dedicated evaluation plans, neither will be included as part of the evaluation.

GJ is currently at the mid-point of its implementation plan, approved in November 2015. IDRC is also at mid-point of its [strategic plan](#), approved in 2015. The program manages a portfolio of 69 projects for \$36.5million in Asia, Africa, Latin America and the Middle East. GJ has a team of 13 staff based in the headquarters in Ottawa and in the Nairobi, Kenya and New Delhi, India offices. The team includes program support staff as well as research support staff.

To learn more about the program, interested proponents may visit the official website at [www.idrc.ca/gj](http://www.idrc.ca/gj)

#### 2.2 SCOPE, PURPOSE AND OBJECTIVES

This program evaluation is intended to help the Governance and Justice (GJ) team realize its goals by promoting learning and reflection on the successes from the current Implementation Plan (2015-2020), and areas for course correction. The evaluation will also contribute to GJ's thinking on future programming. Beyond the team member discussions and steps to inform a written report, we request the evaluators to propose one or two outputs to promote learning and knowledge translation beyond the report.

The last [external evaluation](#) took place in 2015 when GJ was named Governance, Security and Justice. It looked at ongoing research and covered the prospectus design and implementation, the quality of research, the relevance of program outcomes and key issues for governance and management. Since then, there have been substantial shifts in our programming strategies including a move towards more applied research, adoption of a cluster approach, and new mechanisms for monitoring project outputs and outcomes by program staff.

#### Intended Evaluation Users

##### (i) The primary users and uses of this evaluation include:

*GJ team (and management) who will use the evaluation to:*

- Adapt strategies to effectively implement the remaining part of the GJ Implementation Plan (2015-2020)
- Plan for future programming (themes, strategies, modalities, monitoring, reporting) beyond 2020
- Review and refresh thinking, energy and commitment to longstanding issues and approaches
- Foster internal learning and adaptation

##### (ii) The secondary users and uses of this evaluation, in no particular order, include:

*IDRC Management and Board of Governors who will use the evaluation to:*

- Ensure accountability for the implementation of the program and delivery of program results
- Foster learning and awareness-building about the contexts and with questions the GJ team is grappling

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*Grantees and partners of IDRC for whom the intended uses are:*

- Drawing out lessons to improve and adjust research and intervention design, and learn from others (grantees and global thought leaders in the field)
- Exploring entry points for collaborative programming based on comparative advantages (current and potential co-funding partners)

### Key Evaluation Questions

The proposed key evaluation questions will cover the following areas:

#### Governance and Justice contribution to program outcomes and IDRC's Strategic Plan

- At this point in the strategy cycle, what significant program outcomes are emerging?
- To what extent are the program outcomes relevant and significant in their context? Who are they important for and why? What were the constraining or facilitating factors?
- How clear and intentioned is GJ work in terms of identifying and be part of global agendas around which donors and key stakeholders coalesce? To what extent and in what ways has the work of the GJ team contributed to the program outcomes (as per our impact pathway)?
- How is GJ contributing to the Centre's strategic objectives on building leaders, scaling impact and partnerships? What are some examples of good practice?
- To what extent is there evidence of GJ-supported research contributing to development outcomes/sustainable development goals?
- How could GJ's contributions to program outcomes and strategic objectives be enhanced (including both mitigating short-comings and leveraging current opportunities)?

#### Effectiveness of Strategy Implementation

##### (i) Thematic

- To date, how effective and appropriate have GJ's programming themes, research approaches and methodologies been to meet program objectives?
- What strengths and areas for course correction have emerged from GJ decisions about programming themes and how might these be leveraged or mitigated?
- What are potential future programming directions stemming from this evidence? What are areas of comparative strength, opportunity or untapped potential that GJ might think about pursuing in the future, to develop a strategic niche? To increase effectiveness in terms of meeting sustainable development outcomes, thought leadership etc.?
- Has the choice of themes/focus proven effective for GJ? Should or should these not be more intentional and planned moving forward?
- How can GJ better position itself to become a thought leader at the global level? What platforms, events, or mechanisms could be used? *[Ask external intended audiences]*

##### (ii) Process

- To date, how effective and appropriate have GJ's programming modalities (e.g. ways of identifying and selecting of grantees, cohort approach) been, relative to the purpose and objectives of the program?
- What strengths and areas for course correction have emerged from GJ decisions about programming modalities and how might these be leveraged or mitigated?
- To date, what are some examples of good practice in terms of strengthening quality research, building capacity of Southern researchers and putting in place strategies and practices to position research for use by target audiences? How could these be enhanced and be applied more consistently among the team?

##### (iii) Cross-cutting

- How effective is GJ's monitoring system at meaningfully informing programming decisions and corporate priorities? How could it be reinforced?
- What are the key lessons for GJ to improve its effectiveness for the remaining period of the program?

## 2.3 DESCRIPTION AND SCOPE OF WORK

### 2.3.1 Methodology

We invite candidates to propose approaches that, in their view, would yield timely, relevant and accurate findings. The successful consultants will design a detailed evaluation approach and methodology to address the evaluation questions. We expect a mixed-methods design to systematically collect and analyze both quantitative and qualitative data, triangulating evidence. An initial proposal for the evaluation design is requested through this RFP. The full design will be developed through an inception phase. IDRC welcomes innovative evaluation approaches. The following are starting points for the design of the methodology:

- **Inception Workshop:** The proponents will participate in an inception workshop along with the evaluation planning team as well as the broader GJ team and select staff from IDRC's Policy and Evaluation division. The workshop will be an opportunity for the proponents to understand and discuss the GJ program's theory of change and impact pathway, project pipeline, as well as to gain clarity on the evaluation questions, timeline and expected outcomes.
- **Document Review:** Review of GJ core documents (implementation plan, impact pathway, etc.); Review of GJ project documentation including (project proposals, grantee technical reports and final reports, IDRC project monitoring reports, etc.); GJ monitoring framework and any data collected against targets; GJ reports to management and the Board of Governors; IDRC's core documents (strategic plan, list of development outcomes, etc.) and any documentation available from stakeholders or partners external to the program.
- **Interviews:** with GJ staff, grantees, partners and other key external stakeholders. This would include up to two (2) field visits likely to Africa and Latin America and/or South Asia, for a maximum of two staff/ per visit.
- **Surveys or other data collection methods:** to solicit input from GJ projects as well as additional stakeholders both internal and external to the program.
- **Sampling Framework:** Proponents are not expected to cover the entire GJ program to date as well as all the active projects. GJ will provide an initial list of projects based on projects that hold significant potential learning. The evaluators will be welcome to provide suggestions to build an appropriate sampling framework that will be sufficiently well-rounded to answer the key evaluation questions.
- **Learning session:** Proponents are encouraged to propose an activity to convey draft results from the evaluation to the GJ team and select IDRC staff. This session will provide a space for reflection and strategic thinking about GJ's future programming priorities.

### 2.3.2 Resources

The Proponent should demonstrate the quality and level of expertise of its proposed team:

- Experience working in multi-cultural, multi-disciplinary context
- Proven strong report writing and presentation skills
- Sound understanding of the constraints of conducting research in low and middle income countries, particularly across South Asia, Africa and Latin America
- Experience evaluating research which integrates meaningful gender analysis in the design, implementation and communication

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- Knowledge of existing evidence on a range of program themes (urban insecurity, violence and exclusion, gender based and sexual violence (including early forced child marriage), land rights, youth violence and engagement and access to justice) and ability to reflect on relevance of emerging research findings within the broader fields
- Knowledge of program level evaluation of research and innovations for development
- Practical knowledge of data collection, combining qualitative and quantitative analysis
- Ability among the team to speak and read French and Spanish
- Gender inclusivity

GJ requests that an academic expert(s) be included in the team as a special advisor. S/he should be a recognized university/research institute expert with strong knowledge of thematic issues relevant to GJ which could be demonstrated by his/her record of publications and a PhD in a relevant subject. GJ is open to suggestions by Proponents of advisor(s), and can propose possible experts.

### 2.3.3 Evaluation Governance, Roles and Responsibilities

The evaluation is being commissioned and managed by IDRC, and the evaluation team will have a single point of contact at IDRC with whom to interact on all evaluation-related matters. That contact will be responsible for reviewing and approving the work plan; providing all documentation and support logistics for the evaluation team; gathering comments on deliverables and confirming their approvals.

### 2.3.4 Evaluation Ethics and Standards

Evaluators will ensure that appropriate ethical standards and guidelines have been developed and observed in the implementation of the evaluation. Quality will be assessed on the extent to which the evaluation demonstrates that it has fulfilled its purpose using four internationally recognized standards: utility, feasibility, propriety, and accuracy. IDRC's Policy, Strategy and Evaluation Division will provide an ongoing appraisal of the maintenance of ethical standards throughout the evaluation process.

### 2.3.5 Timelines and Deliverables

Activity	Timeline *
Start of work	September 2018
Inception workshop	Mid-September 2018
Submission of initial work plan	End-September 2018
Data collection and analysis	October 2018– January 2019
<i>(Other activities)</i>	
Learning and discussion at team meeting (?)	January 2019
Final evaluation report	March 2019
Learning, reflection and planning session (half or one day session with team?)	March 2019

\* The exact dates are to be agreed with the selected Proponent.

#### The main deliverables are:

- **Work plan:** The work plan should detail the overall methodology and approach of the evaluation as well as clear milestones and deliverables. It should clarify what is to be evaluated, the purposes of the evaluation and key evaluation questions and how it will be done (what data will be collected, how and when, how data will be analyzed, and how and when results will be reported).



- *(Other deliverables as identified by team)*
- **Final Evaluation report:** The final report should contain an executive summary containing a condensed version of the most important aspects of the evaluation; a summary of the evaluation's focus, the purpose, objectives and questions used to direct the evaluation; the findings of the evaluation, the evaluation's conclusions and recommendations. Any additional information required, such as terminology, details of who was involved in the evaluation, etc. should be put in an appendix.

## 2.4 IDRC RESPONSIBILITIES, SUPPORT, AND REPRESENTATIVES

IDRC will identify a **Project Authority** to whom the successful Proponent will report during the period of a resulting Contract. The Project Authority will be responsible for coordinating the overall delivery of service, providing as required direction and guidance to the Proponent, monitoring Proponent performance and accepting and approving Proponent deliverables on behalf of IDRC. The Project Authority will ensure that appropriate subject matter experts from within IDRC are available to the Proponent to discuss and provide content material, as well as facilitate cooperation with regional IDRC staff and other stakeholders, as required.

IDRC will identify a **Travel Administrative Representative**, who will manage all travel requirements approved by the Project Authority.

IDRC will identify a **Contracting Authority**, who will oversee a resulting Contract throughout its lifecycle, in conjunction with the Project Authority and the Proponent, create amendments for any changes to a resulting Contract, and answer questions on terms and conditions.

## 2.5 LOCATION OF WORK AND TRAVEL

Due to the type of Services required, the successful Proponent will be able to work from its own location.

Travel to IDRC's office in Ottawa is expected to be required by the Proponent. As well as two field visits (likely Africa and Latin America or South Asia) for a maximum of two staff each visit.

## 2.6 PERIOD OF A RESULTING CONTRACT

A resulting Contract is expected to commence in September 2018 and conclude by April 2019.

## 2.7 BUDGET

Estimated Maximum Budget to complete the work including all costs and taxes is between \$200,000 and \$220,000 Canadian. This estimate includes all fees, travel, expenses and incidentals.

### SECTION 3 – PROPOSAL EVALUATION

This section describes the process that IDRC will use to evaluate Proposals and select a Lead Proponent.

#### 3.1 EVALUATION COMMUNICATION

During Proposal evaluations, IDRC reserves the right to contact or meet with any individual Proponent in order to obtain clarification of its submission or to gain insight into the quality and scope of relevant services. A Proponent will not be allowed to add, change, or delete any information during the process. IDRC is in no way obligated to meet with any or all Proponents for this purpose.

#### 3.2 EVALUATION METHODOLOGY

IDRC will use the following methodology to evaluate Proposals:

##### 3.2.1 Step 1 - Mandatory Requirements

Each Proposal will be examined to determine compliance with all IDRC's **Mandatory Requirements (M)**. Non-compliant Proposals will receive no further consideration.

Mandatory Requirements	Weighting A	Points 0-10 B	Score A x B
Mandatory Requirements ( <i>If Pass, proceed with evaluation process</i> )	Pass or Fail	n/a	n/a

##### 3.2.2 Step 2 - Rated Requirements

Compliant Proposals will be evaluated and attributed points according to the degree to which they meet or exceed IDRC's **Rated Requirements (R)**.

Points Table	
Points	Points Description
0	Barely addresses any of the stated requirements and completely lacking in critical areas.
3	Adequately meets most of the stated requirements. May be lacking in some areas which are not critical.
5	Meets most stated requirements
7	Meets all stated requirements
8	Meets all stated requirements and may exceed some
10	Exceeds the stated requirements in superlative and beneficial ways.

##### Mandatory and Rates Requirements in Response to the Statement of Work:

#	Mandatory and Rated Requirements	Mandatory or Rated	Response
	COMPANY		
M1.	<b>Company - Executive Summary</b> The Proponent shall include a <b>short executive summary</b> maximum one (1) page highlighting the following:  a. a description of the company outlining: <ul style="list-style-type: none"> <li>the Proponent's business and specializations</li> <li>the location of its head office and other offices (specify city and province only)</li> </ul>	M	

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	<ul style="list-style-type: none"> <li>details of any sub-contracting arrangements to be proposed</li> </ul> <p>b. a brief summary of what makes the Proponent's organization stand out from its competitors</p>		
	<b>RESOURCES</b>		
<b>M2.</b>	<p><b>All Proposed Resources - Outline</b></p> <p>The Proponent shall outline <i>all proposed resources</i> to be used in completing the project and include:</p> <p>a. their roles , structure and reporting relationships</p> <p>b. name, title, telephone #, email address, location (city and province only*)</p>	<b>M</b>	
<b>M3.</b>	<p><b>All Proposed Resources - CV</b></p> <p>The Proponent shall include an up-to-date CV of <i>each proposed resource</i>. <i>As an annex to the proposal, and no longer than 6 pages each</i></p>	<b>M</b>	
<b>R1</b>	<p><b>Experience of the team</b></p> <p>The Proponent should demonstrate the experience of the resources proposed. The following criteria are sought:</p> <ul style="list-style-type: none"> <li>Experience working in multi-cultural, multi-disciplinary context</li> <li>Proven strong report writing and presentation skills</li> <li>Sound understanding of the constraints of conducting research in low and middle income countries, particularly across South Asia, Africa and Latin America</li> <li>Experience evaluating research which integrates meaningful gender analysis in the design, implementation and communication</li> <li>Knowledge of existing evidence on a range of program themes (urban insecurity, violence and exclusion, gender based and sexual violence (including early forced child marriage), land rights, youth violence and engagement and access to justice) and ability to reflect on relevance of emerging research findings within the broader fields</li> <li>Knowledge of program level evaluation of research and innovations for development</li> <li>Practical knowledge of data collection, combining qualitative and quantitative analysis</li> <li>Ability among the team to speak and read French and Spanish</li> <li>Gender inclusivity</li> </ul> <p>The Proponent academic expert(s) be included in the team as a special advisor. S/he should be a recognized university/research institute expert with strong knowledge of thematic issues relevant to GJ which could be</p>	<b>R (25 points)</b>	

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	demonstrated by his/her record of publications and a PhD in a relevant subject. GJ is open to suggestions by Proponents of advisor(s), and can propose possible experts.		
<b>M4.</b>	<b>Similar Projects</b> The proponent must provide a list of <b>similar</b> completed Services as provided in the Statement of Work. A minimum of 3 recent (less than 5 years ago) completed evaluation projects must be described.	<b>M</b>	
<b>R2</b>	<b>Relevance of similar projects</b> Project descriptions should describe relevant past experiences of delivering evaluation services for research for development. They should also demonstrate the team's knowledge and understanding of the thematic areas of the program and geographic focus.	<b>R (25 points)</b>	
<b>METHODOLOGY</b>			
<b>M5.</b>	<b>Proposed Evaluation Approach</b> Proponents must provide a detailed proposed evaluation approach, describing what sources of data will be used, an outline of an initial analytical framework, a draft project schedule detailing milestones, and a risk management plan.	<b>M</b>	
<b>R3</b>	<b>Proposed Evaluation Approach</b> The following items will be assessed: <ul style="list-style-type: none"> <li>- Detailed methodology and approach for the successful completion of the assignment</li> <li>- Sound outline of an initial analytical framework</li> <li>- Role and responsibilities chart, including time commitment of each team member.</li> <li>- Draft project schedule detailing milestones and how you will meet them</li> <li>- Thorough risk management plan</li> </ul>	<b>R (30 points)</b>	
<b>R4</b>	<b>Presentation and quality of proposal</b> The overall presentation of the proposal will be assessed: <ul style="list-style-type: none"> <li>- Clarity and conciseness throughout the sections</li> <li>- Clear plain language (either French or English)</li> </ul>	<b>R (10 points)</b>	

**3.2.3 Step 3 - Financials**

Once the Technical Proposals have been rated, Financial Proposals will be scored. The Proponent submitting the lowest price will receive the maximum 10 points on the standard IDRC evaluation scale of 0-10. All other Proponents will receive a prorated score out of 10 based on the relative proportion of their price to the lowest price submitted.

RFP Section	Rated Requirements	Weighting A	Points 0-10 B	Score A x B
<b>4.6</b>	Total pricing, exclusive of taxes	10		
	<b>Total %</b>	<b>10</b>		

**3.2.4 Step 4 - Presentation/Interview**

Proponents *may* be invited to make a presentation or participate in an interview to support their proposals at their own expense prior to final selection.

**3.2.5. Step 5 - Final Score**

Total points will be calculated and IDRC may select the Lead Proposal or Proposals achieving the highest total points, subject to IDRC's reserved rights.

**3.3 PROPONENT FINANCIAL CAPACITY**

IDRC reserves the right to conduct an assessment of the Lead Proponent's financial capacity. IDRC may request that the Lead Proponent provide proof of financial stability via bank references, financial statements, or other similar evidence. The Lead Proponent must provide this information upon 72 hours of IDRC's request. Failure to comply may result in disqualification.

**3.4 PROPONENT SELECTION**

As noted in section 5.8, acceptance of a proposal does not oblige IDRC to incorporate any or all of the accepted proposal into a contractual agreement, but rather demonstrates a willingness on the part of IDRC to enter into negotiations for the purpose of arriving at a satisfactory contractual arrangement with one or more parties.

Without changing the intent of this RFP or the Lead Proponent's proposal, IDRC will enter into discussions with the Lead Proponent for the purpose of finalizing the Contract.

In the event no satisfactory Contract can be negotiated between the Lead Proponent and IDRC, IDRC may terminate negotiations. In such event, if IDRC feels that the Proponent with the second highest score may meet the requirements, IDRC will continue the process with the secondary Proponent, and so on.

Announcement of the successful Proponent will be made to all Proponents following the signing of a Contract no later than 72 days following the award of a Contract. Upon request from an unsuccessful Proponent, IDRC will provide the reasons why that particular proposal was not selected.

## SECTION 4 – PROPOSAL FORMAT

Proposal responses should be organized and submitted in accordance with the instructions in this section.

### 4.1 GENERAL

Proposals should be in 8 1/2" x 11" (letter) format, with each page numbered. Elaborate or unnecessary voluminous proposals are not desired. The font used should be easy to read and generally be no smaller than 11 points (smaller font can be used for short footnotes).

### 4.2 OFFICIAL LANGUAGES

Proposals may be submitted in English or French.

### 4.3 ORGANIZATION OF RESPONSES

Responses should be organized as follows, where the sections that follow provide more details:

see RFP Section for full details	File	Contents
4.4	1.0	Cover Letter
3.2	2.0	Mandatory and Rated Requirements Checklist
4.6	2.0	Technical Proposal
5.9 and Annex A	2.0	Suggested revisions or additional terms and conditions
4.7	3.0	Financial Proposal

### 4.4 COVER LETTER

The Proponent should provide *as a separate file*.

A one (1) page covering letter on the Proponent's letterhead should be submitted and should include the following:

- a. A reference to the RFP number and RFP title.
- b. The **primary contact person** with respect to this RFP: the individual's name, address, phone number and email address.
- c. A statement confirming the **validity** of the proposal (refer to section 5.4).
- d. A statement confirming the Proponent does not have a **conflict of interest** with this RFP, real or perceived (refer to section 5.7).
- e. The letter **signed** by person(s) duly authorized to sign on behalf of the Proponent and bind the Proponent to statements made in response to the RFP.

### 4.5 REQUIREMENTS CHECKLISTS

The Proponent should provide *as a separate file*.

The Proponent **must** complete and include the response grids found in 3.2 **Mandatory and Rated Requirements Checklist**.

### 4.6 TECHNICAL PROPOSAL

The Proponent should provide *as a separate file*.

#### 4.6.1 Table of Contents

The Proponent should include a table of contents that contains page numbers for easy reference by the evaluation committee.

#### 4.6.2 Response to the Statement of Work

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The Proponent **must** provide detailed information relative to each requirement listed in the Statement of Work, listed in 3.2 **Mandatory and Rated Requirements Checklist**. The Proponent must clearly outline the work that the Proponent proposes to undertake for the provision of these Services to IDRC.

#### 4.7 FINANCIAL PROPOSAL

The Proponent should provide the financial proposal *as a separate file*.

##### 4.7.1 Financial Requirements

The Proponent **must** provide pricing for all of its proposed Services.

Financial Requirements
<p><b>a.</b> The Proponent is to state the assumptions underlying its financial proposal.</p>
<p><b>b.</b> All prices are to be quoted in Canadian dollars (CAD) and be exclusive of the Goods and services Tax (GST) or Harmonized Sales Tax (HST). The GST or HST, whichever is applicable, shall be extra to the prices quoted by the Proponent and will be paid by IDRC.</p> <p>If the Proponent will not be charging IDRC taxes, an explanation should be provided. See the <b>Notes</b> below for more details on taxes.</p>
<p><b>c.</b> All prices must include a detailed breakdown following the response to section 2 (Statement of Work). Prices shall include all components normally included in providing the proposed services such as professional fees, disbursements, engagement support expenses, etc.</p> <p>Each requirement should outline the timeline being proposed with daily rates provide per resource.</p> <p>Travel expenses (expected flights and number of days in each destination) should be submitted as a separate breakdown from the above professional fee and expenses breakdown. IDRC will not include travel expenses in the evaluation of proposal, these will be used only as an estimation. IDRC will provide standard per-diem rates, and will procure all air tickets directly through its designated travel agency.</p> <p>All travel costs will be in line with IDRC's Travel Policy guidelines (reference Annex B for more details).</p>
<p><b>d.</b> The Proponent shall propose an invoicing schedule if other than providing one (1) invoice upon completion of all Services.</p> <p><i>Important Note:</i> IDRC's payment terms are NET 30 and IDRC will make no advance on fees.</p>
<p><b>Notes:</b></p>
<p><b>1. Taxes</b></p> <p><b>1.1</b> Vendors hired to deliver goods and or services in Canada (regardless of their place of origin) must include all costs on their invoices for the purpose of calculating the applicable taxes <i>payable by IDRC</i>.</p> <p><b>1.2</b> In accordance with the income tax regulations of Canada, IDRC <i>must withhold 15% of fees and non-exempt expenses of non-resident Vendors working in Canada</i> for transmittal to the Canada Revenue Agency ("CRA"). Such holdback may be either waived by the Canada Revenue Agency ahead of payment (the Vendor must secure the waiver himself / herself) or refunded later to the Vendor by the authorities of his / her country of residence (where the country in question has a tax treaty with the Government of Canada), upon the Vendor satisfying the country's revenue declaration requirements. Withholding by IDRC does not constitute sufficient reason to increase the negotiated fee. Tax matters remain entirely the responsibility of the Vendor. Waiver applications and information can be found on CRA's website: <a href="http://www.cra-arc.gc.ca/tx/nrrsdnts/cmmn/rndr/menu-eng.html">http://www.cra-arc.gc.ca/tx/nrrsdnts/cmmn/rndr/menu-eng.html</a></p> <p><b>1.3</b> In accordance with the tax regulations of the jurisdictions of IDRC's Regional Offices (which are located outside of Canada), other tax regulations may apply.</p>

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**4.7.2 Mathematical Errors**

If there are errors in the mathematical extension of unit price items, the unit prices prevail and the unit price extension is adjusted accordingly.

If there are errors in the addition of lump sum prices or unit price extensions, the total is corrected, and the correct amount reflected in the total price.

Any Proponent affected by mathematical errors shall be notified by IDRC and be given the corrected prices.



## SECTION 5 – CONDITIONS

The purpose of this section is to inform the Proponent about IDRC's procedures and rules pertaining to the RFP process.

### 5.1 ENQUIRIES

All matters pertaining to this RFP are to be referred exclusively to the Contracting Authority named on page 1.

No verbal enquiries or verbal requests for clarifications will be accepted.

Proponents should, as much as feasible, **aggregate** enquiries and requests for clarifications and shall submit them **in writing via email** to the **Contracting Authority** by Wednesday, June 27, 2018, at 11:00 a.m. EDT in order to receive a response prior to the close date. When submitting, Proponents *email subject line* should cite **"RFP18190013 – Governance and Justice Evaluation"**.

The Contracting Authority will provide **all answers to significant enquiries** received on buyandsell.gc.ca without revealing the sources of the enquiries.

In the event that it becomes necessary to revise any part of the RFP as a result of any enquiry or for any other reason, an **Amendment** to this RFP will be issued and posted on buyandsell.gc.ca

**Important note:** Proponents must download all RFP documents directly from the Buy and Sell website. IDRC will not distribute RFP documents that are posted on buyandsell.gc.ca.

### 5.2 SUBMISSION DEADLINE

IDRC will only accept proposals up the close date and time indicated on page 1.

**Important note:** Late proposals will not be accepted. No adjustments to proposals will be considered after the close date and time.

### 5.3 PROPOSAL SUBMISSION INSTRUCTIONS

Proposals should be submitted in accordance with the instructions in this section.

#### 5.3.1 Method of Sending

The preferred method of proposal submission is electronic, via **email**, in **Microsoft Word** or in **PDF** format to the Contracting Authority named on page 1. Proponents *email subject line* should cite **"RFP18190013 – Governance and Justice Evaluation"** when submitting via email.

**Important Note:** Email messages with large attachments can be slowed down in servers between the Proponent's email and the Contracting Authority's email inbox. It is the Proponent's responsibility to ensure that large emails are sent sufficiently in advance to be at IDRC by the close date and time. Proponents should use electronic receipt confirmation and or contact the Contracting Authority to confirm receipt.

**Important Note:** The maximum size of an email that IDRC can receive is 10MB. If necessary, Proponents can send multiple emails.

#### 5.3.2 Number of Copies

The Proponent's electronic submission should consist of **three (3) files** (i.e. 3 separate documents) as noted in section 4.3.

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**5.3.3 Changes to Submission**

Changes to the submitted proposal can be made, if required, provided they are received as an Addendum (or an Amendment) to, or clarification of, previously submitted proposal, or as a complete new proposal to cancel and supersede the earlier proposal. The addendum, clarification, or new proposal should be submitted as per the delivery instructions outlined above, be clearly marked **“REVISION”**, and **must be received no later than the submission deadline**. In addition, the revised proposal should include a description of the degree to which the contents are in substitution for the earlier proposal.

**5.3.4 Multiple Proposals**

Proponents interested in submitting more than one proposal may do so, providing that each proposal stands alone and independently complies with the instructions, conditions and specifications of this RFP.

**5.4 VALIDITY OF PROPOSAL**

Proposals must remain open for acceptance for **ninety (90) days** after the close date.

**5.5 PROPONENTS COSTS**

All costs and expenses incurred by a Proponent in any way related to the Proponent's response to the RFP, including but not limited to any clarifications, interviews, presentations, subsequent proposals, review, selection or delays related thereto or occurring during the RFP process, are the sole responsibility of the Proponent and will not be chargeable in any way to IDRC.

**5.6 GOVERNING LAWS**

This RFP is issued pursuant to the laws of the province of Ontario and the laws of Canada.

**5.7 CONFLICT OF INTEREST**

In submitting a Proposal, the Proponent must avoid any real, apparent or potential conflict of interest and will declare to IDRC any such conflict of interest.

In the event that any real, apparent, or potential conflict of interest cannot be resolved to the satisfaction of IDRC, IDRC will have the right to immediately reject the Proponent from consideration and, if applicable, terminate any Contract entered into pursuant to this RFP.

**5.8 RIGHTS OF IDRC**

IDRC does not bind itself to accept any proposal submitted in response to this RFP, and may proceed as it, in its sole discretion, determines following receipt of proposals. IDRC reserves the right to accept any proposal(s) in whole or in part, or to discuss with any Proponents, different or additional terms to those envisioned in this RFP or in such a Proponent's proposal.

After selection of preferred proposal(s), if any, IDRC has the right to negotiate with the preferred Proponent(s) and, as a part of that process, to negotiate changes, amendments or modifications to the proposal(s) at the exclusion of other Proponents.

Without limiting the foregoing, IDRC reserves the right to:

- a. seek clarification or verify any or all information provided by the Proponent with respect to this RFP, including, if applicable to this RFP, contacting the named reference contacts;
- b. modify, amend or revise any provision of the RFP or issue any addenda at any time; any modifications, amendment, revision or addendum will, however, be issued in writing and provided to all Proponents;
- c. reject or accept any or all proposals, in whole or in part, without prior negotiation;
- d. reject any proposal based on real or potential conflict of interest;

- e. if only one proposal is received, elect to accept or reject it;
- f. in its sole discretion, cancel the RFP process at any time, without award, noting that the lowest or any proposal will not necessarily be accepted;
- g. negotiate resulting Contract terms and conditions;
- h. cancel and/or re-issue the RFP at any time, without any liability whatsoever to any Proponent;
- i. award all or any part of the work to one or more Proponents based on quality, services, and price and any other selection criteria indicated herein; and
- j. retain all proposals submitted in response to this RFP.

#### 5.9 PROPOSED CONTRACT

**Annex A** has been provided as part of the RFP documents so that Proponents may review and become familiar with certain specific conditions that are expected to be adhered to in connection with the provision of Services. While some of the language may be negotiated between IDRC and the successful Proponent, IDRC's flexibility to amend its standard terms and conditions may be limited.

**Important note:** The Proponent should outline any objections with reasons to any terms and conditions contained in this RFP and include them in its proposal (reference section 4.3). Failure to identify objections at the proposal stage may preclude Proponents from raising these objections in the course of any future negotiations.

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**ANNEX A – Proposed Contract**

Below is the proposed sample Contract and Terms and Conditions (reference section 5.9).

**Specific Terms and Conditions of the Contract****CONSULTING CONTRACT NO. \_\_\_\_\_**

This Contract is between \_\_\_\_\_ (“**Consultant**”) and Canada’s **International Development Research Centre**, 150 Kent Street, PO Box 8500, Ottawa, ON, K1G 3H9 (“**IDRC**” or “**the Centre**”).

The parties agree as follows:

**1. TERMS OF REFERENCE AND SCHEDULE****1.1 Summary**  
\_\_\_\_\_  
\_\_\_\_\_**1.2 Scope**  
\_\_\_\_\_  
\_\_\_\_\_**1.3 Schedule**  
\_\_\_\_\_  
\_\_\_\_\_**1.4 Service Location**  
\_\_\_\_\_  
\_\_\_\_\_**1.6 Contract Resources**

The following individuals are the main contacts for this Contract:

IDRC will be represented by:

  
\_\_\_\_\_  
\_\_\_\_\_

The **Consultant** will be represented by:

  
\_\_\_\_\_  
\_\_\_\_\_

It is understood that the Consultant will assign performance of all work under this Contract to \_\_\_\_\_. Written authorization from IDRC’s **Project Authority** must be obtained in advance for any substitution of personnel. The Consultant must ensure that its employees, subcontractors and assignees alike are subject to the terms and conditions of this Contract, which shall take precedence over any other terms and conditions that may exist between the Consultant and those persons.

**2. FEES**

In consideration of these Services, IDRC will pay the Consultant \_\_\_\_\_.

**3. TRAVEL AND TRAVEL EXPENSES**

## INTERNATIONAL DEVELOPMENT RESEARCH CENTRE

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#### 4. INVOICES

##### 4.1 Invoice Schedule

The Consultant shall invoice IDRC according to the following schedule:

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##### 4.2 Invoice Submission Instructions

Invoices and any required backup documentation must be sent electronically to: [ap-cc@idrc.ca](mailto:ap-cc@idrc.ca), attention: **Accounts Payable**

Invoices must be set out as follows:

- IDRC's **Consulting Contract number**;
- Invoice number;
- Invoice Date;
- Fees (daily rate and number of days or unit rate and number of units or fixed price);
- Detailed travel expenses as stipulated in the Contract, if applicable;
- Canadian GST (Goods and Services Tax) or HST (Harmonized Sales Tax), as applicable - Consultants not registered for Canadian GST purposes must itemize the taxes they paid and are charging back to IDRC;
- Canadian GST/HST registration number, if applicable; and
- Currency.

#### 5. PAYMENTS

##### 5.1 Payment Inquiries

Payment inquiries should be sent electronically to: [ap-cc@idrc.ca](mailto:ap-cc@idrc.ca), attention **Accounts Payable**.

##### 5.2 Payment Method

All payments related to this Contract will be made based on information provided by the Consultant in the **Supplier, Tax and Bank Information form**, which will form part of the Contract and should be supplied from time to time to IDRC for updates to the information.

##### 5.3 Advance Payments

IDRC will make no advance on fees and travel expenses.

##### 5.4 Conditions Precedent for Payment

The following sets out the conditions precedent that the Consultant must comply with to ensure payment for Services and Deliverables pursuant to this Contract:

- a) Completion and delivery of the information requested in the **Supplier, Tax and Bank Information form**.
- b) Satisfactory performance of Services and satisfactory completion of Deliverables.
- c) Proper completion of invoice(s) as set out in the **Invoice section** above.

IDRC will issue payment of fees, and travel expenses if applicable, according to IDRC's standard payment period of **thirty (30) calendar days**. The **payment period is measured** from the date IDRC receives the duly completed Supplier, Tax and

## INTERNATIONAL DEVELOPMENT RESEARCH CENTRE

Bank Information form, or the date IDRC receives an acceptable invoice, or the date the Services and Deliverables are performed and delivered in acceptable condition as required in the Contract, whichever is latest. If the content of the invoice or the requisite form is incomplete, if the Services have not been performed in accordance with this Contract, or the Deliverables are not accepted by IDRC, the Consultant will be notified and the payment period will be deferred until all deficiencies have been rectified to IDRC's satisfaction.

IDRC will reimburse the Consultant for any applicable GST or HST, only if the fees and travel expenses on which taxes are claimed are net of any input tax credit the Consultant is entitled to claim from Canada Revenue Agency.

IDRC will not pay more than one (1) day of fees per 24-hour period. IDRC will not pay any fee nor any travel expenses incurred after the Termination Date of the Contract.

Following the Termination Date, and payment of the final invoices, all taxes due and owing in relation to the provision of Services pursuant to this Contract are deemed to have been paid by IDRC. The Consultant will be liable for any tax claims, debts, actions or demands in relation to the Services provided pursuant to this Contract (hereinafter referred to as "Tax Claims") and the Consultant shall indemnify and hold IDRC harmless against said Tax Claims.

## 6. SPECIAL CONTRACT CONDITIONS

\_\_\_\_\_  
\_\_\_\_\_

## 7. CONTRACT DOCUMENTS

The Specific Terms and Conditions of the Contract, Attachment A- General Terms and Conditions of the Contract and Attachment B- Travel and Travel Expenses constitute the entire Contract between the parties.

The Contract documents are complementary and what is called for in any one shall be binding as if called for by all. The Contract documents shall be interpreted as a whole and the intent of the whole rather than the interpretation of any particular part shall govern. In the event of a conflict between them, the Contract documents shall have precedence among themselves in the order as listed above.

## 8. CONTRACT ACCEPTANCE AND SIGNATURES

By signing this Contract, each party accepts the contents of the Contract.

This Contract will become effective when all the parties have signed it. The date this Contract is signed by the last party to sign (as indicated by the date associated with the party's signature) will be deemed the date of this Contract.

### CONSULTANT

By: \_\_\_\_\_  
Signed

\_\_\_\_\_  
Printed Name

\_\_\_\_\_  
Title

\_\_\_\_\_  
Date

### IDRC

By: \_\_\_\_\_  
Signed

\_\_\_\_\_  
Printed Name

\_\_\_\_\_  
Title

\_\_\_\_\_  
Date

### Attach:

RFP # 18190013

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- Attachment A – General Terms and Conditions of the Contract
- Attachment B – Travel and Travel Expenses

## ATTACHMENT A - General Terms and Conditions of the Contract

### A1. DEFINITIONS

For the purposes of this Contract:

*“Commencement Date”* shall mean the date on which the Services are to commence.

*“Confidential Information”* shall mean any and all technical and non-technical information including patent, copyright, trade secret, and proprietary information, techniques, sketches, drawings, models, inventions, know-how, processes, apparatus, equipment, algorithms, software programs, software source documents, source codes, and formulae related to the current, future, and proposed products and services of IDRC, and includes, without limitation, IDRC’s information concerning research, experimental work, development, design details and specifications, engineering, financial information, procurement requirements, purchasing, manufacturing, and marketing plans and information.

*“Consultant”* shall mean either the individual, institution, corporation or partnership retained pursuant to this Contract, and its employees, directors, officers, partners, subcontractors and agents, as applicable, and any other representative for whom the Consultant is responsible at law.

*“Contract”* shall mean the **Specific Terms and Conditions of the Contract**, including any and all **attachments** incorporated therein by reference. In the event of a conflict between the Specific Terms and Conditions versus the attachments, the Specific Terms and Conditions shall prevail.

*“Day”* means seven and a half hours (7.5) hours, unless otherwise specified in the Order, and exclusive of meal breaks, with no provision for annual leave, statutory holidays and sick leave.

*“Deliverables”* means the items to be written, developed or prepared by the Consultant pursuant to this Contract, including, without limitation, all works of authorship, reports, recordings, information, documents, materials, or software, whether in hard copy or electronic form.

*“Derivatives”* shall mean: 1. any translation, abridgement, revision, or other form in which an existing work may be recast, transformed, or adapted; 2. for patentable or patented material, any improvement thereon; and, 3. for material which is protected by trade secret, any new material derived from such existing trade secret material, including new material which may be protected by copyright, patent, and/or trade secret.

*“IDRC”* or *“the Centre”* means the International Development Research Centre.

*“Services”* mean the services to be provided by the Consultant in accordance with the Contract, including the Deliverables as set out in the Contract.

*“Termination Date”* shall mean the earlier of (a) the date on which all Services and Deliverables have been performed and delivered; (b) the end date as specified in the Contract; and (c) the date on which the Contract terminates by operation of the Termination provisions contained in this Contract.

### A2.TIME OF ESSENCE

Time shall be of the essence of every provision of this Contract.

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**A3. ENTIRE AGREEMENT**

This Contract supersedes all previous Contracts and correspondence, oral or written, between IDRC and the Consultant, pertaining to the subject matter of this Contract, and represents the whole and entire understanding between the parties. No modification, variation or amendment of it shall be binding upon the parties unless it is in writing and signed by both parties.

**A4. NON-EXCLUSIVITY**

This Contract shall not grant the Consultant exclusivity of supply. IDRC may perform services or develop items similar or identical to the Services or Deliverables, or obtain them from any third party.

**A5. WARRANTY**

The Consultant covenants that it will provide its Services pursuant to this Contract in a diligent and workmanlike manner, with regard to the best interests of IDRC, and warrants that its personnel possess the skill and experience necessary to the satisfactory performance of the Services.

**A6. TAXES**

IDRC is generally NOT exempt from Canadian sales tax (HST/GST), unless otherwise specified in the Contract.

The Canada Revenue Agency (CRA) is responsible for the administration of the GST or HST and income tax regulations. The Consultant must contact CRA to discuss questions, concerns or obtain current regulations especially with respect to refunds or credits. The main CRA website can be found at <http://www.cra-arc.gc.ca>.

**Tax withholding of 15%:** Notwithstanding anything to the contrary in this Contract, IDRC will withhold 15% of fees and non-exempt travel expenses of **non-resident Consultants working in Canada** unless they hold a Contract-specific waiver from the CRA. IDRC will transmit the funds withheld to CRA, in accordance with the income tax regulations of Canada. Such funds can be reclaimed by the Consultant from the CRA or from their own governments as the case may be.

**A7. INVOICES**

Invoice requirements are noted in the **Invoices section** of the **Specific Terms and Conditions of the Contract**.

**A8. PAYMENTS**

Conditions precedent for payment are noted in the **Payments section** of the **Specific Terms and Conditions of the Contract**.

**A9. TERMINATION**

**Termination for Cause:** In addition to or in lieu of any other remedies that IDRC has in law or in equity, IDRC may terminate this Contract immediately without notice in the event:

- a) The Consultant breaches any material term of this Contract, and fails to remedy such breach within thirty (30) calendar days of receiving notice to do so by IDRC.
- b) IDRC, in its sole discretion, determines that the Consultant made a misrepresentation during the process of selection.
- c) The Consultant:
  - i. ceases to carry on business,
  - ii. commits an act of bankruptcy within the meaning of the Bankruptcy and Insolvency Act (*Bankruptcy and Insolvency Act, R.S., 1985, c. B-3*) or is deemed insolvent within the meaning of the Winding-up and Restructuring Act (*Winding-up and Restructuring Act, R.S., 1985, c. W-11*) or makes an assignment, against



whom a receiving order has been made under the applicable bankruptcy legislation or in respect of whom a receiver, monitor, receiver-manager or the like is appointed, or  
 iii. becomes insolvent or makes an application to a court for relief under the Companies' Creditors Arrangement Act, the Bankruptcy and Insolvency Act or the Winding Up and Restructuring Act (*Companies' Creditors Arrangement Act, R.S., c. C-25*) or comparable local legislation.

**Termination without Cause:** IDRC may at any time by notice in writing suspend the work of the Consultant or any part thereof. This Contract may be terminated in its entirety or in part by IDRC upon written notice. On such termination or suspension, the Consultant shall have no claim for damages, compensation, or loss of profit against IDRC except payment for Services performed and Deliverables submitted up to the date of notice of such suspension or termination, or completed thereafter in accordance with the notice.

#### A10. INSURANCE

The Consultant is responsible for taking out at its own expense any insurance deemed necessary while executing this Contract.

If the Consultant will be working on-site at IDRC, the Consultant shall maintain during the term of this Contract, Commercial General Liability insurance in the amount of not less than CAD 5,000,000.00 inclusive per occurrence, with IDRC named as "additional insured", unless otherwise specified in the Contract.

Upon the request of IDRC, the Consultant shall provide the **insurer's certificate**.

#### A11. USE OF IDRC PROPERTY

**Access to Information Systems and Electronic Communication Networks:** During the course of this Contract, the Consultant may be provided with access to IDRC information systems and electronic communication networks. The Consultant, on behalf of its/his/her employees, subcontractors and representatives, agrees to abide by IDRC policies concerning use of such information systems and networks. IDRC will provide the Consultant with any such policies upon commencement of Services pursuant to this Contract, or as such policies are put into effect, and the Consultant will make such policies known to its personnel, and will take such steps as are necessary to ensure compliance with such policies.

**Access to IDRC Premises:** The parties agree that reasonable access to IDRC's premises by Consultant's authorized personnel and which is necessary for the performance of the Services hereunder, in accordance with the terms of this Contract, shall be permitted during normal business hours of IDRC. The Consultant agrees to observe all IDRC security requirements and measures in effect at IDRC's premises to which access is granted by this Contract.

#### A12. SUB-CONTRACTORS, SUCCESSORS AND ASSIGNEES

The Consultant is prohibited from entering into any sub-contract, designating any successor or assigning any rights under this Contract without the express written consent of IDRC.

#### A13. RELATIONSHIP WITH IDRC

Nothing in this Contract shall be deemed in any way or for any purpose to constitute the parties hereto partners in the conduct of any business or otherwise. The Consultant shall have no authority to assume or create any obligation whatsoever, expressed or implied, in the name of IDRC, or to bind IDRC in any manner whatsoever.

The Consultant acknowledges and agrees that, in carrying out this Contract, the Consultant is acting as an independent contractor and not as an employee of IDRC. The Consultant shall be responsible for all matters related to it or its employees, as the case may be, including but not limited to deducting or remitting income tax, Canada Pension Plan contributions, Employer Insurance contributions or any other similar deductions required to be made by law for

## INTERNATIONAL DEVELOPMENT RESEARCH CENTRE

employees. The Consultant agrees to indemnify IDRC in respect of any such remittances which may be subsequently required by the relevant authorities, together with any related interest or penalties which IDRC may be required to pay.

**A14. CONFIDENTIALITY OF INFORMATION**

**Non-Disclosure and Non-Use of Confidential Information:** The Consultant agrees that it will not, without authority, make use of, disseminate or in any way disclose any Confidential Information to any person, firm or business.

The Consultant shall take all reasonable precautions at all times (and in any event, efforts that are no less than those used to protect its own confidential information) to protect Confidential Information from disclosure, unauthorized use, dissemination or publication, except as expressly authorized by this Contract.

The Consultant agrees that it, he, or she shall disclose Confidential Information only to those of its, his, or her employees or subcontractors who need to know such information and certifies that such employees or subcontractors have previously agreed, either as a condition to employment or service or in order to obtain the Confidential Information, to be bound by terms and conditions substantially similar to those of this Contract.

The Consultant will immediately give notice to IDRC of any unauthorized use or disclosure of the Confidential Information. The Consultant agrees to indemnify IDRC for all damages, costs, claims, actions and expenses (including court costs and reasonable legal fees) incurred by IDRC as a result of the Consultant's failure to comply with its obligations under this section. The Consultant further agrees to defend and participate in the defence of any claim or suit alleging that IDRC has a liability with regard to any unauthorized disclosure, provision or making available of any Confidential Information the Consultant may have acquired from a third party.

**Exclusions from Nondisclosure and Non-use Obligations:** The Consultant's obligations under the preceding subsection with respect to any portion of the Confidential Information shall terminate when the Consultant can document that:

- a) it was in the public domain at or subsequent to the time it was communicated to the Consultant by IDRC through no fault of the Consultant;
- b) it was rightfully in the Consultant's possession free of any obligation of confidence at or subsequent to the time it was communicated to Consultant by IDRC; or
- c) it was developed by the Consultant, its employees or agents independently of and without reference to any information communicated to the Consultant by IDRC.

A disclosure of Confidential Information (1) in response to a valid order by a court or other governmental body, (2) otherwise required by law, or (3) necessary to establish the rights of either party under this Contract, shall not be considered to be a breach of this Contract or a waiver of confidentiality for other purposes; provided, however, that the Consultant shall provide prompt written notice thereof to enable IDRC to seek a protective order or otherwise prevent such disclosure.

**Ownership of Confidential Information and Other Materials:** All Confidential Information and any Derivatives thereof, whether created by IDRC or the Consultant, remain the property of IDRC and no license or other rights to Confidential Information is granted or hereby implied.

The Consultant shall, on request, promptly return to IDRC all of its proprietary materials together with any copies thereof.

This section shall survive the termination of this Contract.

**A15. ASSIGNMENT OF COPYRIGHT AND WAIVER OF MORAL RIGHTS**

## INTERNATIONAL DEVELOPMENT RESEARCH CENTRE

In consideration of the fees paid, the Consultant, its employees, subcontractors, successors and assignees expressly agree to assign to IDRC any copyright arising from the Deliverables. The Consultant hereby agrees to waive in favour of IDRC any moral rights in the Deliverables. The Consultant shall secure any additional waivers of moral rights in the works in favour of IDRC, from personnel and subcontractors, as appropriate.

Furthermore, the Consultant may not use, reproduce or otherwise disseminate or authorize others to use, reproduce or disseminate such Deliverables without the prior written consent of IDRC.

**A16. PATENT, TRADE MARK, TRADE SECRET AND COPYRIGHT INFRINGEMENT**

The Consultant covenants that no Services or Deliverables to be provided to IDRC under this Contract will infringe upon or violate the rights of any third parties, including such parties' intellectual property rights. Without limiting the generality of the foregoing, the Consultant represents and warrants that no Services or Deliverables provided pursuant to this Contract will infringe any existing patent, trade mark, trade secret or copyright registered or recognized in Canada or elsewhere, with respect to or in connection with the intended use of the Services or Deliverables by IDRC.

The Consultant agrees to indemnify and hold IDRC harmless from and against any and all damages, costs, and expenses (including court costs and reasonable legal fees) incurred by IDRC as a result of the infringement or alleged infringement of any third party intellectual property rights, and further agrees to defend and participate in the defence of any claim or suit alleging that IDRC has a liability in this regard.

This section will survive termination of the Contract.

**A17. CONFLICT OF INTEREST**

The Consultant must avoid participating in activities or being in situations that place it, him, or her, in a real, potential or apparent conflict of interest that has the potential of influencing the Services and Deliverables being contemplated by this Contract.

The Consultant must not accept, directly or indirectly, for themselves or on behalf of any person or organization with whom they are in a close social, family or economic relationship, any gift, hospitality, or other benefit from any person, group, or organization having dealings with IDRC where such gift, hospitality, or other benefit could reasonably foreseeably influence the Consultant in the exercise of its, his or her official duties and responsibilities pursuant to this Contract.

**A18. COMPLIANCE WITH LAWS**

In performing services under this Contract, the Consultant shall be responsible for complying with all legislation of the country (countries) in which it, he, or she must work (including but not limited to laws pertaining to immigration, taxation, customs, employment and foreign exchange control).

It is the individual's responsibility to comply with the travel visa regulations of any country visited or in transit.

The overhead (included in fees) and allowances paid under this Contract include provision for complying with national legislation of the countries the Consultant may visit (including Canada). IDRC will not entertain any claim for work visas, work permits, etc., or any other costs relating to compliance with the national legislation of any country in the world.

**A19. GOVERNING LAW**

This Contract shall be governed and construed in accordance with the laws of the Province of Ontario, Canada. Where a dispute cannot be resolved by mutual agreement, the parties agree that any legal action or claim must be brought before the courts of the Province of Ontario, Canada, which will have exclusive jurisdiction over all such actions and claims.

**A20. SEVERABILITY**

The provisions of this Contract are severable and the invalidity or ineffectiveness of any part shall not affect or impair the validity and effectiveness of remaining parts or provisions of this Contract.

**A21. WAIVER**

Failure by a party to enforce any right or to exercise any election provided for in this Contract shall not be considered a waiver of such right or election. The exercise of any right or election of this Contract shall not preclude or prejudice a party from exercising that or any other right or election in future.

**A22. FORCE MAJEURE**

Neither party shall be in default by reason of its delay or failure to perform its obligations by reason of strikes, lockout or other labour disputes (whether or not involving the party's employees), floods, riots, fires, acts of war or terrorism, explosions, travel advisories or any other cause beyond the party's reasonable control. Each party will use its best efforts to anticipate such delays and failures, and to devise means to eliminate or minimize them.

**A23. NOTICES**

Any notices, requests, or demands or other communication relating to this Contract shall be in writing and may be given by: 1. hand delivery, 2. commercial courier, 3. facsimile, 4. registered mail, postage prepaid, or, 5. electronic mail.

Any notice so sent shall be deemed received as follows: 1. if hand delivered, on delivery, 2. if by commercial courier, on delivery, 3. if by registered mail, three (3) business days after so mailing, or, 4. if by facsimile or electronic e-mail, on the date sent. The initial address and facsimile number for notice are set out in this Contract and may be changed by notice hereunder.

**A24. REVIEW AND AUDIT**

The Consultant agrees, if IDRC so requests at any time up to two (2) years following the Termination Date to:

- a) submit a complete financial accounting of expenses, supported by original (or certified copies of) invoices, timesheets or other documents verifying the transactions (excluding any receipts which have been submitted at the time of invoicing as deemed necessary according to the terms of the Contract);
- b) give officers or representatives of IDRC reasonable access to all financial records relating to the Services and Deliverables to permit IDRC to audit the use of its funds. This shall include books of account, banking records and, in the case of individuals, credit card statements.

This section will survive termination of the Contract.

**A25. LANGUAGE**

The parties have requested that this Contract and all notices or other communications relating thereto be drawn up in English. Les parties ont exigé que ce contrat ainsi que tous les avis et toutes autres communications qui lui sont relatifs soient rédigés en Anglais.

**ATTACHMENT B – Travel and Travel Expenses****B1.GENERAL**

**B1.1 Travel Expenses**

IDRC agrees to pay the **travel expenses** detailed in this **Attachment** incurred by the Consultant only when the travel expenses are *directly* related to the purposes for which the Consultant is engaged.

**B1.2 Travel Approval**

All travel requirements must be pre-approved in writing with IDRC's **Project Authority**.

**B1.3 Arrangements for visas, passports, immunization, and prophylaxis medication** are the responsibility of the Consultant. **Costs** associated with these items are also the responsibility of the Consultant, *with the exception of 'visitor type' visas*, which are included under the **mobilization allowance** provided to Consultants.

**B1.4 Travel Insurance, Personal Safety and Health**

The Consultant retained by IDRC is responsible for the **cost of any insurance** he/she may wish to have in connection with travel undertaken in fulfilment of his/her commitments to this Contract. This applies to all types of insurance including, but not limited to, insurance in respect of death, bodily injury, permanent disability, medical, hospitalization, and evacuation

IDRC's designated travel agency will not advise the Consultant of the availability of **insurances** unless specifically requested by the Consultant at the time of booking travel. Any insurance acquired by the Consultant from IDRC's designated travel agency shall be at the expense of the Consultant.

Upon the request of IDRC, the Consultant shall provide IDRC with an **insurer's certificate**.

The Consultant has the exclusive responsibility for maintaining **personal safety and good health** during the period of this Contract. IDRC strongly suggests that the Consultant consult the diplomatic and consular authorities of the country of their nationality with a view to heed the travel recommendations applicable in the countries to be visited under this Contract. It is the responsibility of the Consultant to seek information and advice from any other reliable sources.

Should travel not be advised by the authorities, the Consultant must immediately upon making that determination advise the IDRC Representatives who will, at IDRC's discretion, either terminate the Contract, or with the Consultant's agreement, defer performance until such time as the restrictions on travel are removed, or propose an alternative work plan for the Consultant's agreement.

IDRC also strongly suggests that Consultants seek guidance from qualified health personnel concerning potential health risks in the areas to be visited. In preparing for a trip to a developing country, Consultants should receive all recommended immunizations and take malaria prophylaxis when travelling to an area where malaria is endemic. IDRC especially recommends that:

- a traveller's clinic be consulted if possible;
- health and accident insurance, including coverage for emergency evacuation, be obtained.

Traveller's health information is available in the public domain, including from sites such as <http://www.tripprep.com/> or those maintained by the World Health Organization, Health Canada and the United States Centers for Disease Control and Prevention.

**B1.5 Air/Rail Travel Booking Process**

IDRC's travel policy requires that all air/rail travel be procured (organized and prepaid) by IDRC, using IDRC's designated travel agency.

## INTERNATIONAL DEVELOPMENT RESEARCH CENTRE

The Consultant must travel **economy class** by the most direct and economical routing. The Consultant is free to reroute or upgrade, where possible, at his or her own expense and settle any additional cost directly with the airline/rail line after the ticket has been purchased.

To obtain tickets, the process is as follows:

**Step 1:**

The Consultant will contact IDRC's **designated travel agency** (reference the chart below), providing them with the **IDRC Contract number** and **identifying the IDRC Travel Representative**, to put together a suggested itinerary and routing.

**Step 2:**

The **designated travel agency** will contact the **Travel Representative** to review and approve the itinerary and routing.

**Step 3:**

Once approved, the Consultant will receive the itinerary and ticket(s) electronically.

**Step 4:**

The **designated travel agency** will then bill IDRC directly.

**NOTE:**

IDRC's designated travel agency is **HRG**. Your contact there is e-mail: [idrc.ca@hrgworldwide.com](mailto:idrc.ca@hrgworldwide.com).

If you are calling from the **Ottawa metropolitan area**, telephone 1-877-780-1456.

If you are calling from outside Ottawa, **from Canada or the United States of America**, dial the toll-free number 1-877-780-1456.

**From outside Canada or the United States of America**, call collect +1-613-230-2384.

**Please be ready to quote the Contract number and identify IDRC's Travel Representative every time you contact the travel agency.**

*In compliance with American travel and immigration regulations, airlines demand that travelers destined to or transiting through the United States of America provide the travel agency with their passport number, nationality, date of birth, and gender. The name on the airline booking file must exactly match the name on the passport. This information may also be required by other countries. Have it ready in all cases.*

**B1.6 Hotel Booking Process**

IDRC's designated travel agency can arrange and book hotels for the Consultant, noting that the Consultant pays the hotels directly (reference **section B2.2**).

**B1.7 Travel Time**

The **Consultant will not charge fees for travel time** to and from any work site, for any purpose. Cost of such time will be the sole responsibility of the Consultant.

**B2. TRANSPORTATION AND LIVING ALLOWANCE EXPENSES**

## INTERNATIONAL DEVELOPMENT RESEARCH CENTRE

IDRC agrees to cover the following transportation and living expenses provided in the tables below, to a maximum of \_\_\_\_\_ (where this amount does not include travel prepaid by IDRC).

**B2.1. Travel Expenses-Transportation**

Rates are per person.

IDRC will communicate in writing the additional details, such as the **number of trips**, to the Consultant after the travel destinations and exact durations become known.

Transportation Travel Expense Description	Arranged by	Rate	Receipts required with invoice
<b>Air travel</b>	IDRC's Designated Travel Agency	<b>Prepaid</b> by IDRC as described in <b>section B1.5</b>	n/a
<b>Rail travel</b>	IDRC's Designated Travel Agency	<b>Prepaid</b> by IDRC as described in <b>section B1.5</b>	n/a
<b>Mobilization Allowance</b> This amount covers any incidental airport/train station expenses (such as departure taxes) not included with the air/train ticket, and ground transportation to and from transportation drop off point (i.e. airport/train station) <b>**to be included on invoices**</b>	Consultant	—	No
<b>Local Transportation</b> Reimbursement must be substantiated by appropriate original receipts and proof of purchase. Reimbursement will be <i>up to a maximum amount of</i> - see Rate column. <b>**to be included on invoices**</b>	Consultant	—	Yes

**B2.2. Travel Expenses-Living Allowance**

Rates are per person.

IDRC will communicate in writing the **number of days payable** to the Consultant after the travel destinations and exact durations become known

Living Allowance Travel Expense Description	Arranged by	Rate	Receipts required with invoice
<b>Daily Living Allowance</b> This living allowance covers cost of accommodation, meals and incidentals such as local telephone calls, tips, etc. while on travel. <b>**to be included on invoices**</b>	Consultant (note section B1.6 re: hotels)	—	No

## Appendix XIV List of Findings

- Finding 1: The GJ Program is highly effective in producing key outputs. It is expected that projects will meet their objectives throughout the course of their trajectory. Of the five program outputs, support provided to new individual leaders is the most frequent output among sampled projects while the translation of data into policy recommendations is the least. There is no clear trend regarding project grouping structures impacting outputs. Instead, a project's maturity is the strongest factor of success.
- Finding 2: GJ-supported projects have been successful in reaching the Program's three immediate outcomes. When communities are part of project design, projects are typically successful in raising awareness of communities' rights. GJ funded research engages in policy dialogue and decision-making processes. Innovations are generally well-positioned to be used, with some variation, at local and national levels.
- Finding 3: While GJ funded research is highly successful at the output level and quite successful at the immediate outcome level, the Program's effectiveness progressively decreases as one examines intermediate and development outcomes, where the Program seeks to have influence while having less direct control.
- Finding 4: The capacity of PIs to identify and build alignment with relevant stakeholders is a key factor of effectiveness, as is the adoption of a participatory approach with these stakeholders. The PIs' capacity to take advantage of opportunities for change in policy and practice is another factor of effectiveness. Finally, modalities of GJ grants constitute yet another key factor
- Finding 5: Overall, there has been moderate-level alignment between the GJ Program and the strategic priorities of IDRC, with respect to building leaders, scaling impact, and enabling partnerships. Strategically, the GJ Program has made important contributions to leadership building. It has faced a program design challenge in scaling impact. While the Program has had little success in securing co-funding partnerships, a significant number of its projects have received modest parallel funding.
- Finding 6: Undertaking important and innovative research, GJ has positioned itself to build predominantly individual but also some organisational leadership among grantees. Cohorts, and the clustering of projects, have been beneficial factors in producing such results, particularly for youth and women, and for organisations.
- Finding 7: IDRC's GJ Program has created programmatic practices, methodologies and mechanisms to promote the scaling of impact, with moderate progress in evidence and likely to expand. Expectations associated with scaling-up of research are unclear, and thus resources (time, human, financial) have not been adequately allocated for doing so. Nonetheless, participatory project designs and the high-level of strategic engagement of POs have been key factors in scaling up success, which has itself increased significantly since 2015.



- Finding 8: In the most recent program cycle, GJ has made very few advances in enabling partnerships in the form of co-funded programs. However, good and promising progress has been made by 39% of sampled projects in securing modest parallel funding. Further, project-based non-financial partnerships have served to extend the reach, engagement and reputation of the GJ Program and IDRC more broadly.
- Finding 9: Communication potential at corporate level has been under-exploited due to the limited contact and strategic alignment between GJ POs and IDRC Communications Division. Communication efforts have been hampered by the variable, and overall low, understanding of opportunities and constraints on both ends, leading to ad hoc communication initiatives.
- Finding 10: The collective outputs of projects within the GJ program are together highly aligned to local and national contexts, and less so with respect to regional and global priorities, for the time being.
- Finding 11: The GJ Program is clearly, and appropriately, supporting research that is positioned at the intersection of theory and practice, research and uptake.
- Finding 12: The relevance of project themes and outputs advanced differently at each of the levels, and also for different types of projects. Key factors and practices of alignment include project design, the role of POs, and the coordination and synthesis of cohorts. Greater alignment with regional and global priorities is likely with cohort-based projects, a progression in line with IDRC's priorities.
- Finding 13: GJ programming themes have in many ways evolved appropriately since the 2010-2014 programmatic cycle, staying notably abreast of evolving discourse in the field. However, multiple users have been critical of GJ's changing priorities in relatively short periods of time. Given the GJ Program's intent on promoting both innovative research and scaling, its available resources for doing so, and its aspirations to enable partnerships, GJ programming themes were not consistently appropriate in their framing to balance all of these priorities.
- Finding 14: The GJ Program's strategic niche at IDRC, and within the wider global R4D landscape, is in contributing to building a development research eco-system in fragile, post-conflict and/or challenging contexts, as well as on issues of direct relevance to people and communities in such contexts. This is pursued particularly through multi-stakeholder and participatory methods.
- Finding 15: While the use of closed Calls for Proposals by the GJ Program may risk reducing IDRC's exposure to new research actors, the use of this approach presents significant financial and strategic benefits.
- Finding 16: GJ Program intentionally uses participatory research methodologies that are designed to empower stakeholders to reflect, discuss, and take action on issues affecting their rights. While these processes generally empower stakeholders to reflect and discuss, the link to facilitating concrete action is often weak or missing.
- Finding 17: Many research projects used methodologies that help to build the research capacities of grassroots actors so that these skills and knowledge could remain within the community.

- Finding 18: IDRC's Flexibility around project timeline, deliverables and budgeting has been key to facilitating stakeholder engagement in the design and implementation of research projects.
- Finding 19: RSPs have been a useful mechanism for POs and research projects, having also provided support for cohort activities. They remain difficult to access and are thus used selectively and sporadically.
- Finding 20: IDRC is perceived by grantees as a partner that provides valuable horizontal support for the design of research projects. However, while IDRC provides technical support throughout implementation, grantees felt that this support was not as consistent as the support provided at inception.
- Finding 21: The cohort-based approach and, to a lesser extent, the cluster-based approach have provided grantees with valuable opportunities to collaborate with peer researchers. IDRC has also provided grantees with important support for the publication and dissemination of research results.
- Finding 22: Multi-country projects constitute a good strategy for supporting the capacity building of grantees in countries where research capacities have traditionally been weaker. Data indicates that the cohort approach provides more inclusive capacity building opportunities for these multi-country projects.
- Finding 23: The cohort approach strengthens research quality by building a strong body of triangulated knowledge (by multiple teams and different data sources), which has the potential to feed into regional and global discourses.
- Finding 24: While the cohort approach is well placed to generate a strong body of knowledge that could potentially feed into regional and global discourses, positioning research for use at this level remains a work in progress.
- Finding 25: While some cohorts have intentionally allocated resources and responsibilities to cohort coordination and synthesis, this is not yet a standard practice across cohorts.
- Finding 26: The unpredictability of financial resources has led projects within a same cohort to start at different times, thereby affecting the coordinated implementation of some cohorts.
- Finding 27: While it has great benefits, the cohort approach has also experienced a number of difficulties. Delays experienced by the different teams and cultural/linguistic barriers were commonly identified by grantees and POs as challenges hindering the implementation of the cohort approach.
- Finding 28: The GJ Program places a strong focus on promoting gender equality and is currently developing a gender transformative framework to help guide its future work on gender. This is a positive step forward to provide the Program with greater gender consistency across projects and guidance around how programming can contribute toward gender equality.
- Finding 29: While the IDRC GJ Program's Proposal Application Process requires gender equality to be included in the project design, it does not provide enough guidance to researchers on how to do so.

- Finding 30: While all IDRC projects take gender into consideration to some extent, with most projects making an effort to mainstream gender throughout research processes and products, the short timespan of IDRC funding is a major barrier to promoting gender transformation.
- Finding 31: POs have provided important and highly appreciated support to researchers around gender equality that has increased the degree of gender sensitivity within their work. However, this support to researchers varied, depending on the gender specific technical capacities across POs. Researchers require further support to mainstream gender throughout their work, integrate a consistent and meaningful gender analysis, and highlight how research has contributed toward improved gender equality.
- Finding 32: The GJ Program has made recent efforts to improve the quality of its internal results monitoring and reporting system. While a logical system has been put in place, it requires significant strengthening to capture comprehensive data that can be compared across projects in a timely and efficient manner.
- Finding 33: While the GJ Program has invested in a comprehensive results framework that logically leads from outputs to impact, the system is missing important elements to identify lessons learned and to inform on the non-achievement of planned results.
- Finding 34: Researchers expressed mixed views around the usefulness and appropriateness of the IDRC monitoring and reporting system. While some researchers have pointed to the benefit of reporting to generate self-reflection, others have indicated that the administrative and financial burdens of results monitoring and reporting are too high. Emerging researchers and projects assuming the role of multi-country or cohort coordinators appear to be experiencing a higher administrative burden.