# Governance, Security, and Justice (GSJ) Program Prospectus Report

*Prepared by the GSJ Program team*
*August 2014*

*Note: some links in this report are not publicly accessible*

# Contents

# Background Section

## Original Program Objectives

The goal of the Governance, Security, and Justice program (hereafter GSJ) is to *support the creation of policy-relevant knowledge on the conditions for increasing the legitimacy and accountability of public authorities* in the areas of governance, security, and justice. As the GSJ [prospectus](#) clearly outlined, the program was expected to contribute to local and global debates on governance through strategic research investments in fragile and conflict affected states (FCAS), as well as countries in transition. The program was rolled out in April 2011 and will complete its first full cycle of five years in March 2016. This Report describes GSJ's prospectus implementation strategy, as well as how the program is responding to challenges, opportunities and risks. Early results and insights from ongoing work are shared in the sections which follow.

Given the risks inherent in the subject area and operating contexts, the prospectus instructed GSJ to be selective in the themes it pursued in different countries and advised the program to seek multiple types of engagement for policy influence.

With this guidance in mind, GSJ set out to achieve three broad program outcomes:
1. Generate locally embedded knowledge on governance, security, and justice;
2. Strengthen the capacity of research recipients; and
3. Build opportunities for policy influence.

In terms of *knowledge generation*, the prospectus outlined a number of key principles that GSJ should follow. These included focusing on context-specific case studies; deriving program level insights whenever possible; exploring new avenues of inquiry; and finally applying an interdisciplinary approach that integrated gender and information and communication technologies. The prospectus also stressed the need to maintain flexibility to be able to respond to emerging issues and unanticipated crises. Finally, GSJ was encouraged to take advantage of opportunities for collaboration with strategic partners and with the Government of Canada.

When it came to *capacity building*, the prospectus underscored the importance of working with both high – and low – capacity grantees. It also pushed GSJ to contribute primarily to capacity development of individuals, and secondarily to the capacity of institutions. In doing so, the prospectus suggested a focus on providing capacity development that strengthened research design, execution, and uptake.

Finally, to create opportunities for *policy influence*, the prospectus instructed GSJ to support local research recipients who have strategic relationships with policy actors and influence on public policy debates. GSJ was encouraged to identify emerging policy issues and opportunities where GSJ research could have an impact. The suggested strategies to enhance dialogue and knowledge transfer included brokering knowledge through baseline and synthesis studies and convening strategic, issue-based workshops and expert meetings. The prospectus stressed the importance of being part of the Canadian foreign policy dialogue and cultivating effective collaboration with strategic partners to enhance the importance of locally-grounded research in decision making.

## GSJ Program Implementation

*GSJ in Numbers.* Since its inception in April 2011, GSJ has allocated a total of $43,711,951, representing 83 research projects. Of these allocations, 93 percent went to fund research projects and less than 4 percent to Centre-administered research support projects. The remainder has supported award programs or supplemented existing projects. Consistent with IDRC's push for larger projects, the average value of projects approved by GSJ rose from $435,552 in 2011/12 to $544,264 in 2013/14.[1]

GSJ's overall budget has also grown and diversified since 2011. As is demonstrated in Figure 1, GSJ has been able to leverage additional funding from both internal and external sources.[2] This was a significant shift for a program area that had not previously made a concerted effort to raise external funds. DFID's decision to triple its original contribution to GSJ's *Safe and Inclusive Cities* initiative and the Centre's investment of additional funds from Forward Planning represented rapid and dramatic changes on that front. Within three years GSJ has become a credible and attractive program in which to invest.[3]



Figure 1
Yearly GSJ Program Allocations
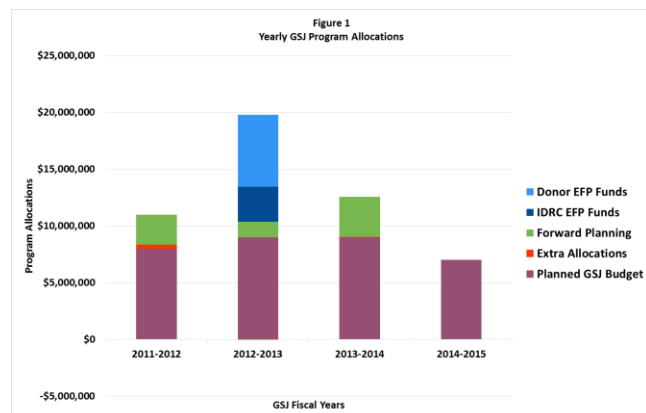
*A Clear Focus and a Context-Specific Approach.* The GSJ program took to heart the directions set out in the prospectus. This implied adopting a clear thematic focus *on the conditions for increasing the legitimacy and accountability of public authorities* and applying a context-specific approach to programming. GSJ began by translating the program prospectus into regional and thematic strategies so that GSJ could respond to priority challenges on the ground. GSJ investments were assessed not only against the overall program prospectus, but also against these regional strategies. In implementing these strategies, program officers were encouraged to take stock and to re-assess the programming approach to ensure results and relevance.[4]



Figure 2
Location of GSJ Program Recipients

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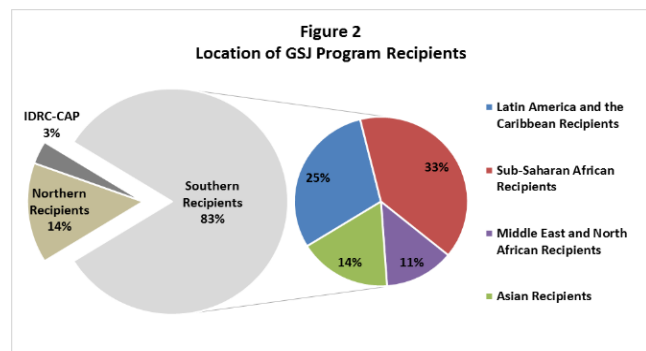
[1] The data provided refers to all GSJ funding allocated between 1 April 2011 and 11 August 2014. Updated data and figures can be found in the GSJ Budgets and Allocations spreadsheet.

[2] As above, the data and graphic refer to funding allocations known as at August 11, 2014. Updated details can be found in the GSJ Budgets and Allocations spreadsheet.

[3] DFID's decision to triple its funding, for instance, was based on the high quality of proposals received and an independent assessment of GSJ's management of the selection process, which was deemed robust and credible. For more evidence, please see the March 2013 "End-of-year-review" submission to DFID, as well as the June 2013 Annual Report submission (Part 1 and Part 2).

[4] This was done both informally/organically, as well as more formally with regular bi-weekly meetings between the Program Leader and each PO. As a team, many discussions took place in meetings, as well as in annual team retreats. See for example notes from regular team meetings, as well as notes from the 2012, 2013, and 2014 team retreats. The agenda for the 2014 retreat includes a background section that lays out a number of "stock taking" exercises in preparation for the program evaluation.

The success of this approach is also visible in the significant degree to which GSJ increased the percentage of its budget going directly to recipients in developing countries. Compared to its predecessor program (Peace, Conflict, and Development), GSJ increased allocations to developing country recipients from 59 percent to 83 percent.[5]

*High Risk Tolerance.* GSJ also demonstrated a high tolerance for risk. As the map below indicates, GSJ projects are active in 32 fragile and conflict-affected states (FCAS).[6] This total represents roughly 50 percent of the 65 countries worldwide where GSJ has active projects.

GSJ's high tolerance for risk was not limited to its engagement in fragile and conflict-affected states. GSJ-funded researchers often operated in some of the most dangerous places in the world. These included cities such as Caracas, Cali, Guatemala, Kingston, Cape Town, Karachi, San Salvador, Medellin, Juarez, and Port-au-Prince, to name just a few. With homicide rates ranging from 134/100,000 to 30/100,000, these places are all in the top 50 most violent cities in the world.[7]


GSJ in Fragile and Conflict Affected States

In addition to where GSJ worked, the thematic focus of GSJ entailed mitigating against political, reputational, and security risks. With focus areas that included impunity, sexual violence, political settlements, security sector reform, transnational organized crime, urban violence, and abuse of power, funding decisions required careful consideration and close consultation with grantees, IDRC senior management, and in many cases the Government of Canada.

To that end, GSJ made a consistent effort to enhance its risk assessment capability, to integrate security and ethical protocols[8] into its funding requirements, and to undertake a thorough analysis of grantee capabilities to mitigate risks when selecting projects. This considered approach continued throughout the life-cycle of the project, with project officers ensuring an open channel of communication with grantees and a willingness to adapt and act rapidly when required.[9] Where necessary, GSJ integrated psycho-social support into its projects to deal with the possibility of post-traumatic stress on the part of research participants.[10]

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[5] See data and graphics pertaining to the PCD program. The data illustrated in Figure 2 refer to the location of GSJ program recipients as at August 11 2014. For more information, see the recipient and research impact location data.

[6] GSJ projects are active in 32 of 51 fragile states defined as such by the OECD in a 2014 report. For a larger image as well as a list of the 32 countries, please see a PowerPoint of the map. The countries refer to those where research is being undertaken in projects approved since October 2010 when the GSJ prospectus was presented to the IDRC Board of Governors. The full list of countries and associated projects can be found here (see tab titled "Countries where GSJ programs"). Since the GSJ budget cycle began in April 2011, projects have been approved with programming in 28 fragile states (as at August 13 2014, see tab titled "Fragile states approved since April 2011").

[7] See article published online by Seguridad, Justicia y Paz on 7 February 2013.

[8] See examples of security and ethics protocols from projects 107042, 106722, and 106782.

[9] See for example the January 2014 Interim Technical Report from project 107275 in South Sudan; page 19 of the Interim Technical Report from project 106782 in Mexico as well as the Final Technical Report; and page 4 of the 3rd Interim Technical Report from project 107042.

[10] See for example specific GSJ funding extended to the Access to Justice for Indigenous and Peasant Women in Colombia and Guatemala project for psycho-social help. Also see the presentation made by Navsharan Singh to IDRC's Advisory Committee on Research Ethics relating to researching sexual violence.

***Promoting Rigorous Research & Interdisciplinary Approaches.*** For research to have an impact, the minimum conditions are that findings be credible and widely accessible. To date, donor-supported research on fragile states in particular has struggled to fulfill these conditions.[11] In the international aid community, donor-funded research has been characterized by short case studies, often limited to a single donor's own program. Sound comparative research based on rigorous methods and subject to peer review has been the exception rather than the rule.

In order to chart a new course, GSJ made a consistent effort to change this reality. It did so in four main ways. First, it made a commitment to commissioning baseline studies prior to making significant investments in a particular thematic area.[12] These investments proved valuable on a number of fronts, including: (i) identifying the existing evidence-base and knowledge gaps; (ii) testing the relevance of the topic and providing a conceptual base for the programming; (iii) raising the profile of the work, from an early stage, among relevant policy audiences and potential funding partners; and



Figure 3.
GSJ Investment to Launch Cohorts Relative to Programming Generated (by $M)

(iv) identifying new, potential partners for programming. These studies helped ensure that GSJ-led initiatives built on the existing knowledge base, filled priority knowledge gaps, were based on rigorous methods, were widely shared, and were subject to peer review. These scoping/baseline activities often entailed small investments of funds (in some cases Centre-administered, CAP), as well as important investments in team members' time up-front. Those investments, on the whole, however, proved invaluable to leveraging high volumes of high quality programming and, in some cases additional, external funding. With SAIC, the preparatory work demonstrated just how much new programming would answer untapped demand. In their own right, these studies have attracted considerable attention and have been widely cited among academic, policy, and media circles.[13]
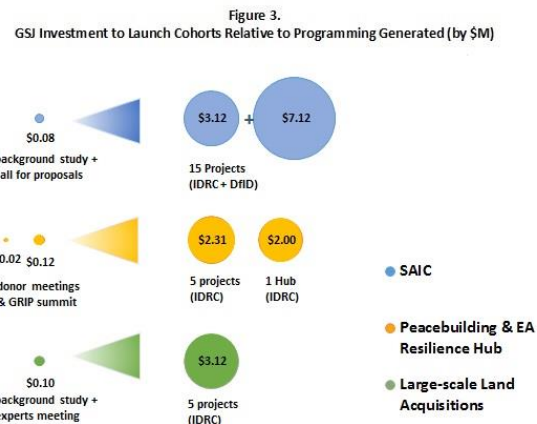
Second, GSJ led the way in creating a *Joint Donor Platform on Fragility, Security, and Conflict* that brought the most influential research donors together to jointly assess priority areas of investment and promote a more collaborative approach to research funding. This initiative led to several meetings in Geneva and Paris and was followed up with the first *Global Resilience Innovation Platform Summit* that GSJ organized and co-hosted with the World Bank. This summit brought together some 150 participants, representing more than 30 donor agencies (including Canada), to address pressing global challenges related to violence, peace, and development.[14] As a Canadian government official documented in his internal report to the Canadian government, "*the Summit succeeded to a remarkable degree in advancing a common lexicon*

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[11] See GSJ commissioned baseline study *Development in the Shadow of Violence*

[12] Some notable GSJ baseline studies are: *Researching the Urban Dilemma: Urbanization, Poverty and Violence; Accountability in Africa's Land Rush: what role for legal empowerment;* and the aforementioned *Development in the Shadow of Violence.* A baseline study on Women's Political Empowerment was also funded, however, in this case the study prompted GSJ not to invest significantly in this area of work due to the lack of a clear business case for such an investment (see documents in BCS).

[13] See citation indices for Development in the Shadow of Violence, Researching the Urban Dilemma and Accountability in Africa's Land Rush

[14] See GRIP Summit 2013 documents including the participant list, speaker biographies, Summit agenda, evaluation feedback, etc.

*and shared understanding of development and poverty challenges in FCAS.*" These global efforts were also evident in GSJ work that brought together grantees working on similar issues to share lessons and consider collective action.[15] On the Canadian front, significant outreach events were held in Ottawa to showcase GSJ-funded research and stimulate the Canadian policy debate.[16]

Third, GSJ integrated a competitive approach to its programming on specific themes which lent themselves to global comparative analysis. In three years, GSJ launched four competitive calls.[17] It is hoped that these projects will contribute to global development debates in a significant way. The *Safe and Inclusive Cities* call for proposals generated an impressive 300 submissions from around the world and helped establish GSJ as a go-to-place for knowledge and research funding on issues of urban violence.[18]

Fourth, GSJ placed a particular emphasis on promoting interdisciplinary approaches to tackling complex problems. Perhaps the most emblematic of this approach was the *Safe and Inclusive Cities* initiative (see Call Narrative). This approach, emphasized in the baseline study *Researching the Urban Dilemma: Urbanization, Poverty and Violence*, has reaped dividends. This particular baseline study for instance, has been referenced in policy documents by the UN, the OECD, DFID, local governments[19], and USAID. It has also been cited by leading academics in peer-reviewed journals and in monographs. There has also been considerable uptake in the media and among international and national NGOs. Of particular interest is the fact that this study has moved beyond influencing the conflict, peace and security research community and has had pick-up in maternal and public health, climate change, education, business management, economics, science and engineering, and humanitarian communities. Furthermore, the evidence indicates that the study is being used in a graduate level course on "Urbanization and International Development" at Harvard University and is influencing the next generation of researchers.

This four pronged approach has enabled GSJ to have an impact. GSJ now participates in global and regional policy dialogues on issues of fragility, security, and conflict.[20] It has also cultivated effective relationships with strategic partners to enhance the importance of locally-grounded research in decision making. The partnership with DFID on *Safe and Inclusive Cities,* the *Joint Research Platform*, the partnership between GSJ and the Carnegie Corporation of New York on peacebuilding and statebuilding, as well as collaboration with the World Bank on the *Global Resilience Innovation Platform* are all evidence of this.

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[15] A good example of this was the Sexual Violence and Impunity workshop co-sponsored by the Rockefeller Foundation and held at the Bellagio Conference Centre in Italy.

[16] See for example some of the key events (public events, brown bag presentations etc) highlighted in the *program outputs tab* of our program dashboard excel spreadsheet.

[17] Jointly funded by IDRC and DFID, the first call was the Safe and Inclusive Cities call where some 300 applications were received between 1 June and 26 August 2012. The second call was the Peacebuilding and Statebuilding call with the Carnegie Corporation of New York which closed 31 August 2012. The third call was a closed call related to the selection of the East African Resilience Innovation Hub in February 2014 (See BCS for documents related to the SAIC and PBSB calls, as well as the EA-Hub), and the fourth call was a closed call launched by email related to the selection of projects for the cohort and Large-scale Land Acquisitions.

[18] See evidence included in various reports to DFID.

[19] For example, the baseline study is now accessible through a web portal belonging to Goiás State in Brazil (see here).

[20] For example GSJ has actively contributed to policy dialogues at the OECD, UN-Habitat, G7+, the OAS (see: http://www.redgealc.net/), IADB, and responded to the Arab Spring and the conflict in Syria as discussed in the next section.

***Responding to Emerging Issues and Unanticipated Crises.[21]*** GSJ made a conscientious effort to respond to emerging issues and unanticipated crises where it felt it could have an impact. Most representative of this is GSJ's response to the Arab Spring in 2011, where GSJ led IDRC's response by ramping up its programming in the region significantly in a matter of months (see [presentation to IDRC Board of Governors](#) and [Program Leaders](#)). Another example relates to the conflict in Syria where a GSJ-funded project ([107139](#)) was recognized by the Canadian government and external experts at the Standing Committee on Foreign Affairs and International Development[22], as well as the UN, the Syrian Opposition, and others for its ability to bring together a divided opposition and chart a roadmap for a more democratic and inclusive Syria.[23] GSJ also



Figure 4
Yearly GSJ Allocations by Region

leveraged and increased its investment in research projects that challenged impunity on sexual violence in South Asia in the aftermath of the Delhi rape case in December 2012. In this context, GSJ funded researchers and organized workshops to influence global and local debates on the issue of sexual violence.[24]
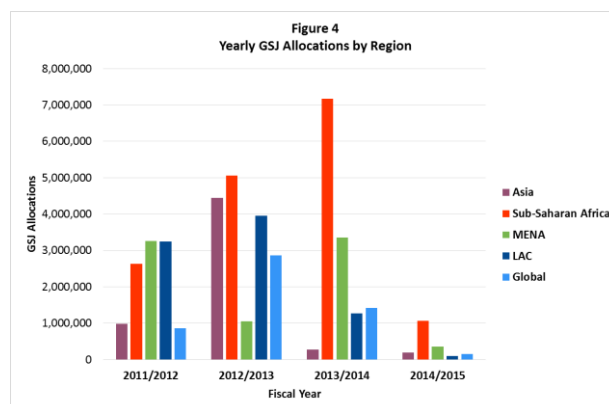
Importantly, GSJ spending patterns reflected this ability to respond to emerging issues. As the charts indicate, GSJ investment to MENA represented a significant portion of its budget in 2011/12 (Arab Spring) while GSJ funding in South Asia rose significantly in response to mass mobilization around the issue of sexual violence in December 2012. Finally, the dramatic increase in funding for Sub-Saharan Africa is largely explained by GSJ's launch of the *Safe and Inclusive Cities* initiative in response to rapid urbanization and violence in the region.

In terms of emerging issues, one area worth highlighting is how minimal investment by GSJ is influencing the future of humanitarian response. As the humanitarian community struggles to adapt to operating in urban and violent contexts, a GSJ-funded study on [Humanitarian Action in Situations other than War](#) is informing policy debates among key humanitarian actors including the [International Federation of the Red Cross](#). Building on this investment, GSJ co-sponsored a conference on *Charting the future of Canada's Humanitarian Response[25]*, with the idea of encouraging Canadian humanitarian actors to share lessons learned. This conference was opened by [the Honourable Christian Paradis, Minister of International](#)

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[21] The data illustrated in Figure 3 refer to the yearly GSJ allocations by region as at August 11 2014. All projects approved after this date are not reflected in the above bar chart for fiscal year 2014/2015. Updated data and figures can be found in the [GSJ Budgets and Allocations spreadsheet](#).

[22] See in particular testimonials from [Mark Bailey](#) (October 16, 2012) and [Besma Momani](#) (February 24 2014), as well as the [Government Response to the Fifth Report of the Standing Committee on Foreign Affairs and International Development, "Responding to the Conflict in Syria"](#) (Presented to the House on July 16, 2014).

[23] See the [Project Completion Report for project 107139](#).

[24] See for example [Vrinda Grover named by TIME as one of the 100 most influential people of 2013](#); [Kishali Pinto-Jayawardena named by Amnesty International Australia as one of the bravest women in the world](#) on International Women's Day March 8, 2014; the GSJ organized workshop bringing together grantees and other experts working on issues of [sexual violence and impunity](#).
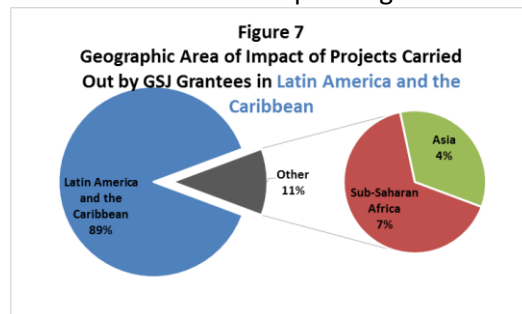
[25] See information about the first Canadian Humanitarian Conference, including the agenda, participant list and evaluation feedback [here](#). An overview of the conference, as well as the public panel discussion can be found on our [website here](#). Background information is also available on the site [www.humanitarianconference.ca](http://www.humanitarianconference.ca)

Development and La Francophonie and provoked a very positive response. As a follow-up, GSJ is currently engaged in plans to co-sponsor the second Canadian Humanitarian Conference together with the Humanitarian Coalition, Aga Khan Foundation Canada (AKFC), and the Canadian Research Institute on Humanitarian Crisis and Aid (OCCAH).[26]

*Capacity Building: A Multilayered Approach.[27]* GSJ's approach to capacity building was context driven and multi-faceted. In some cases, this took the form of program investments focused on individual capacity building[28] while in others it was to fund projects that emphasized South-South collaboration. Importantly, the program recognized that the "global South" is highly differentiated and adopted a model whereby institutions in contexts where research capacity is stronger could work to support institutions in regions where it is weaker. In particular, this involved seeking out and funding institutions that were in a position to lead complex, multi-institution, and cross-regional projects.

Figure 5
Location of Southern-based Recipients

Figure 6
Geographic Area of Impact Program Allocations

This shift reflected deep changes in development research dynamics where institutions based

Figure 7
Geographic Area of Impact of Projects Carried Out by GSJ Grantees in Latin America and the Caribbean

in South America are now capable and interested in moving beyond their region and engaging in the management of international research projects. This trend is reflected in the GSJ budget; while 30 percent of GSJ funding went directly to recipients in Latin America and the Caribbean, the impact of the research they led was felt in Sub-Saharan Africa and South Asia[29].
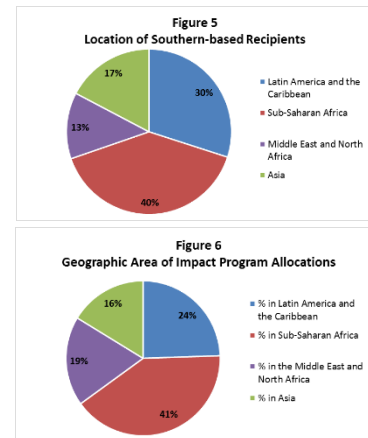
## Concluding Remarks

As the previous analysis has demonstrated, GSJ closely followed the directions set out in its program prospectus. This meant adopting a clear focus and a context-specific approach; putting in place the appropriate mitigation strategies to manage high levels of risk; promoting rigorous interdisciplinary research; responding to emerging issues and unanticipated crises; and finally applying a multi-layered approach to capacity building. As the remainder of this report will demonstrate, GSJ believes that it is well on its way to meeting, and in some areas exceeding, the objectives it set out to achieve.

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[26] See the conference website www.humanitarianconference.ca

[27] The pie charts in Figures 4 and 5 depict program data as at August 11 2014. For more information, see the recipient and research impact location data.

[28] See for example the Latin American Drugs, Security and Democracy Fellowship, the Strengthening Research Capacity for Governance and Security in Sub-Saharan Africa program, the Governance, Security and Justice fellowship in South Asia, and the Strengthening West African Research Capacity on Security program.

[29] The pie charts in Figure 6 depict program data as at August 11 2014. For more information, see the recipient and research impact location data.

# Program Outcomes

As explained above, GSJ's drive for results was based on a conviction that for research to have an impact, findings need to be both credible, high quality, and widely accessible. This meant funding rigorous and solutions-oriented research that was locally grounded and engaged all stakeholders throughout the research cycle. To that end, GSJ prioritized funding project teams that were seen as legitimate locally; it emphasized the need for research to be validated by a community of peers; and it encouraged alternative and gender-sensitive approaches to generating evidence.

GSJ applied these principles across the three broad outcome areas and can lay claim to the following outcome statements:

1. GSJ-funded research **produced important insights on how to increase the legitimacy and accountability of public authorities** in critical, and often sensitive, areas of governance, security, and justice;
2. GSJ **enhanced the capacity of individuals, institutions, and networks in the Global South** to engage in – and communicate – locally-grounded research that adopted innovative approaches and tools to promote accountability and legitimacy; and
3. GSJ funded research **informed policy debates and the development of locally-grounded and gender-aware policies**.

## Outcome Area 1: Generation of important insights on how to increase legitimacy and accountability

GSJ-supported research produced valuable insights on how to increase the legitimacy and accountability of public authorities[30] in three key areas.[31]

These were:
- *Governance*: with a focus on political settlements;
- *Security*: with a focus on citizen security, crime prevention, and security sector reform;
- *Justice*: with a focus on access to justice for victims of sexual violence

### Insight 1: Inclusive political settlements are essential for improving state-society relations and enhancing the legitimacy and accountability of public authorities

One of the main conclusions of the 2011 World Bank World Development Report (WDR) was that a failure to focus on political settlements can increase the risk of failed peace agreements and power sharing arrangements; lead to conflict relapse; and even provoke civil unrest. Supported by scholars and practitioners alike, this finding provided a point of departure to guide GSJ's engagement. As a first step, the program commissioned a baseline study *Development in the Shadow of Violence* which defined political settlements as the frameworks for governing a state established by elites, either through formal processes or informally over time. More concretely, political settlements sometimes take the form of peace agreements or electoral coalitions, while at other times they are simply informal understandings between elites about the rules of the political game and the division of economic spoils. They are primarily

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[30] GSJ's interpretation of public authorities captures both state and non-state actors and organizations. This also includes formal and informal decision-making structures such as community leaders.
[31] In many cases, GSJ developed a cohort of projects on given themes to pursue under each key area. Some of these can be found listed on the GSJ project page on the IDRC public website.

about elites and only secondarily address the needs of broader populations. Building on the baseline study – together with an acknowledgment that the 2011 WDR failed to outline the *shape* of political settlements that do not readily fall apart – in its first three years of existence, GSJ funded a series of projects that produced (and continue to produce) insights on the factors that promote more inclusive political settlements and engage citizens in the process.[32]

Prior to the outbreak of violence in December 2013, preliminary research on the peacebuilding process in South Sudan ([107275](#)) identified a number of key issues in need of addressing in the constitutional reforms under way at the time in order to build an accountable state system. Among these included the strengthening of accountability systems within the executive, accountability and inclusion in devolution under the quasi-federal system, and the strengthening of individual and collective rights in the Constitution. Importantly, findings suggested that the constitution-making process itself was important and the research partners warned that unless this was opened-up considerably, it would continue to suffer legitimacy deficiencies.[33] The relevance of these insights cannot be contested given what we know today: South Sudan is once again embroiled in violent conflict and the issues emerging in mediation talks include the lack of inclusion in state decision-making processes, lack of accountability and weak institutions.[34]

Taking this insight a step further, preliminary research findings from a cross-regional project ([107218](#)) have shown how inclusive constitution-making processes in Colombia and Nepal enabled the *negotiation* and *codification* of highly inclusive new political settlements. However, their materialization was impeded by the exclusion of major power contenders, the dominance of power politics between the main contenders, or by the role of traditional elites and informal channels of decision-making interfering with (and in some cases hijacking) democratic processes. A key insight stemming from these findings is that in order for peace negotiations to result in inclusive state building outcomes, participating stakeholders need also be highly inclusive *internally* and themselves represent a broad range of constituents. Moreover, non-combatant stakeholders such as opposition political parties and civil society need to also be included.[35]

Interestingly, another project ([107103](#)) is exploring what happens when political settlements are not inclusive. Findings from comparative studies in Indonesia (Aceh), Nepal, Sri Lanka, and Myanmar are documenting the alternative forms of governance marginalized groups use to articulate their demands when wars end but ethnic conflicts, sectarian violence, and impunity continues, or when states are unwilling or incapable of addressing political demands for equality, justice, representation and accountability. Similarly another comparative project in South Asia ([106717](#)) looks at conflict zones in India, Pakistan, Bangladesh and Sri Lanka from a gendered perspective and explores how legitimate peace is built through women's presence in formal governance institutions. Through an empirically embedded

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[32] See for example project [107218](#) on avoiding conflict relapse through inclusive political settlements spanning Latin America, Africa and Asia; project [107103](#) on insider peace builders in societies in transition in South and South East Asia; project [106717](#) on gender governance in conflict zones in South Asia; project [107275](#) on the Comprehensive Peace Agreement in South Sudan; and a cohort of five projects in Sub-Saharan Africa on peacebuilding and state building that were each selected in response to a [competitive call for proposals](#). These are: [107453](#), [107476](#), [107454](#), [107506](#), and [107455](#).

[33] See the [interim project outcomes](#) as communicated to IDRC by the project leader in January 2014.

[34] See for example an [article written by Andreas Hirblinger](#) (PhD candidate at Cambridge University) and posted June 13, 2014 to *African Arguments*, a multi-blogging site dedicated to informed and vigorous debate on the issues that impact Africa. The site is hosted by the Royal African Society and World Peace Foundation and is part of the Guardian Africa Network. See also an article written by Prof. Mahmood Mamdani and published in *New Vision:* [Part One](#), [Part Two](#), and an [article published in the East African](#) on July 19, 2014.

[35] See [First Interim Technical Report from project 107218](#) on avoiding conflict relapse through inclusive political settlements.

analysis the project explores how conflict exerts a decisive and enduring influence on women's political participation, security, and justice and in turn has implications for building and sustaining peace.

GSJ supported research on political settlements has also extended to the use of amnesty ([107476](#)). Preliminary findings from Nigeria suggest that an innovative amnesty program introduced in 2009 has failed to include local populations in any meaningful consultation processes. Concerned primarily with curbing violence, activities have focussed on persuading militants to surrender their arms in return for incentives such as access to education and job opportunities. For local populations, however, the root causes of the conflict – including unemployment, poverty, and infrastructure decay – have been ignored. Accordingly, the research team is warning that training and employment opportunities need to be extended to local populations or risks creating an incentive for civilians to take up arms in order to then qualify for the government support programs. Interestingly, findings also support the insight alluded to above on the crucial need for stakeholders engaged in peacebuilding processes to be *internally* inclusive in order for those processes to produce inclusive statebuilding outcomes. The amnesty program has faced serious obstacles in its implementation, notably, the return by ex-militants to various forms of criminality on discovering that the earlier promised rewards are only benefitting former criminal leaders. Faced with few job prospects, many feel the rewards of criminality are greater than the risks.[36]

Another important insight gathered across a number of projects is that inclusion in negotiation processes does not necessarily imply direct or indirect participation in decision-making. Research from a cross-regional project ([107218](#)) has shown that while women are often represented at negotiation tables and included in the actual *making* of decisions, they are not necessarily included in decision *making* in equal quotas or on equal terms as men. In fact, women who are included are often those with close ties to the male leadership of key power contenders. As a result, female representatives tend to represent their political constituency and only indirectly/symbolically represent women as a marginalized group in their own right.[37] Findings from India, South Africa, and Brazil ([106856](#)) have underscored the importance of this distinction and have shown that women's voices and agency in shaping local structures of governance and democracy is an essential condition to improve state-society relations and enhance the legitimacy of the authorities and frameworks that govern developing states. The project also demonstrated how information and communication-based technologies helped marginalized women exercise their right to participate in decision-making and hold public authorities to account.[38]

The important role of digital media in enhancing state responsiveness was also highlighted in a project on citizen inclusion and social media in Chile ([106735](#)).[39] However, while digital forums provide entry points for citizens to demand accountability from public authorities, another GSJ-funded study ([107015](#)) has shown that these mechanisms are not enough on their own. Findings from extensive surveys conducted in Argentina, Chile, and Uruguay – both among citizens and political elites – stress the need to promote more direct forms of institutional engagement through which citizens can influence political decisions such as providing input on draft legislation.[40]

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[36] See the First Interim Technical Report from project 107476 on amnesties for peace in the Niger Delta.
[37] See First Interim Technical Report from project 107218 on avoiding conflict relapse through inclusive political settlements.
[38] See the Fourth Interim Technical Report from project 106856 on making local governance work for women, as well as the project's March 2014 mid-term review.
[39] See a series of ebooks on digital activism in Chile resulting from research from project 106735.
[40] See the Interim Technical Report from project 107015, as well as two outputs from the project: an article on social movements in Uruguay 1985-2012; as well as an article on democracy in Latin America.

In addition to funding individual projects of strategic importance to each regional strategy, as well as a number of cross-regional comparative studies, GSJ also entered into a partnership with the Carnegie Corporation of New York (CCNY) to leverage limited program funds and invest jointly in a more ambitious research program on peacebuilding and statebuilding in Africa.[41] For its part, GSJ is supporting a network of African-based researchers to generate locally-grounded insights and to bring these to the attention of relevant scholarly, policy, and practitioner communities.[42] It is expected that insights from this cohort will help fill important knowledge gaps and plans are underway to bring both the IDRC and CCNY partners together to discuss and debate preliminary findings in early 2015.

*Insight 2: To be effective and considered legitimate, security policies, crime prevention strategies, and security sector reforms need to be citizen centric and acknowledge the role of local institutions and communities*

Successive studies have pointed to the dearth of reliable evidence on what works and what doesn't to enhance security, prevent crime, and promote more legitimate and accountable security forces.[43] Evidence produced by GSJ indicates that to be effective security policies and reforms need to be citizen centric, take into account public opinion, promote local leadership and community involvement, and be routinely measured based on standardized data over time.

While still a relatively nascent area of study, GSJ-funded research is documenting the role that protective factors can play to enhance the security of populations in contexts of violence. For instance, in the violent crime-ridden neighbourhoods of Caracas (107370)[44] and Rio de Janeiro (107043, 107366), researchers have begun to assess the importance of exposure by children to positive family role models at a young age in reducing the likelihood of being a perpetrator or a victim of violence. Others have looked at the influence of peer groups as well as proactive community associations, schools, and their authorities in reducing the threat of violence (106781, 106289, and 106722). GSJ-funded researchers have also highlighted the role of community networks and productive employment opportunities in building resilience to violence.[45] The emerging consensus is that the more protective factors that an individual is exposed to the more likely they are to have the capacity to avoid perpetrating or becoming a victim of violence.

On the other hand, GSJ-funded research also indicates that endemic violence is a product of aggregated risk factors and a decline in protective factors. Risks can be structural – deeply embedded in geographic settings and societies[46] – or more proximate – ranging from the availability of guns, alcohol and drug trafficking.[47] And what may at first appear to be "random" acts of violence due to binge drinking by young men or outbreaks of ethnic violence in crowded markets can be traced to a host of underlying political, social, and economic factors shaping male and identity-group aggression (106446 and 107366) and their individual or collective sense of grievance and injustice (106289).

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[41] See the competitive call for proposals.
[42] The five projects funded by GSJ in response to the competitive call for proposals include: 107453, 107476, 107454, 107506, and 107455.
[43] See page 53 of *Researching the Urban Dilemma: Urbanization, Poverty and Violence.*
[44] See the presentation by the Laboratorio de Ciencias Sociales (LACSO) at the World Urban Forum 2014. LACSO is a GSJ grantee undertaking research in Venezuela under the SAIC program (project 107370).
[45] See the GSJ-funded study *Researching the Urban Dilemma: Urbanization, Poverty and Violence.* See also project 107221 on overcoming violence through local institutions in Colombia.
[46] See project 105304 (in Livelink), as well as projects 107607, 107329, and 107042.
[47] See the GSJ-commissioned study *Development in the Shadow of Violence.*

The result of GSJ-funded research in this area has been to improve our understanding of how governments, the private sector (107193), and populations in contexts of violence can partner, standardize data (107128), and take advantage of promising technologies (107043) and public perception surveys (107463) to improve the effectiveness and legitimacy of security policies and crime prevention strategies.

These insights have been widely shared, particularly in Latin America where GSJ-funded projects informed the 2013 UNDP Human Development Report for Latin America. In West Africa, these insights have also informed the creation of a new government agency in Senegal charged with promoting a more inclusive approach to security (107296). In Southern Africa, a GSJ-funded project on private security providers has informed region-wide regulatory mechanisms that enhance the accountability of crime prevention strategies that incorporate private security firms (107193). Finally, in the Middle East, GSJ-funded projects that measure public perceptions of the performance of security sector actors (the police and military) (106360, 107463, 104693 (in Livelink), and 106875), have underscored the importance of citizen perspectives in the effective delivery of security services in Egypt, Iraq, Tunisia, Yemen and the West Bank and Gaza.[48] The fundamental insight put forward by this cohort of projects underscores the notion that citizen-centric approaches that acknowledge, and in some cases leverage, the role of local institutions, communities, and families as key contributors is essential to enhance the effectiveness of security policies and the legitimacy and accountability of security sector actors.

*Insight 3: To effectively challenge impunity around sexual violence, it is essential to break longstanding silences. Yet, this is not enough. This effort needs to be led by local researchers and accompanied by psycho-social and legal support to the victims of sexual violence.*

In order to produce insights into the most effective ways to challenge impunity around sexual violence, GSJ has been very strategic about funding researchers who work in collaboration with local networks that are trusted by local populations.[49] GSJ has strove to ensure that the trauma of revealing stories of violence and abuse is met with real social, health and legal services.[50] GSJ-funded research has documented how breaking silences around sexual violence is essential, but that it can also be incredibly dangerous for victims and communities. This is because the perpetrators of horrific acts of violence often remain within communities where the victim is present, and for victims, this means that sexual violence is a constant threat in their daily life. In addition, GSJ-funded research has underscored that where violence against women is deeply entrenched, socialized, and normalized, social stigma carries enormous importance and the fear of shame – and knowledge that justice will not be served – silences victims, witnesses, families, and communities.[51]

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[48] See for example, the Final Technical Report for project 106360 on Palestinian security sector reform; the proposal for project 107463 on public perceptions of Arab security sectors (first technical report due in August 2014); the Final Technical Report from project 104693, as well as other outputs filed in Livelink; and findings from project 106875 on supporting transitions in the Arab world (see also a paper on Negotiating Peace in Syria: Civil Military Relations in Times of Armed Struggle and a papers on security in times of transition).

[49] See projects 106685, 107134, 107101, 107287, 107009, and 107158.

[50] See the justification for supplementing project 106685 with additional funding.

[51] See the executive summary and meeting notes from a workshop on sexual violence and impunity that brought together a cohort of six GSJ-funded projects as well as other researchers, legal experts and practitioners working in this field. See also draft reports from project 106446 on Bhagalpur and Gujarat, as well as a journal article by Warisha Farasat and published in Economic & Political Weekly, *The Forgotten Carnage of Bhagalpur*. More evidence can also be found in the 3rd Interim Technical Report from project 107009 on gender-based violence in Senegal and the FTR from project 106685 on access to justice for indigenous and peasant women in Colombia and Guatemala.

For example, GSJ-funded research teams in Bangladesh, India, Sri Lanka, Nepal, and Pakistan have been working steadily to break longstanding silences around sexual violence (107134). By interviewing survivors of sexual violence, their families, medical and legal professionals, army officials, as well as government bureaucrats, this research demonstrated how impunity around sexual violence functions. The efforts of this particular project contributed to six young Kashmiri women coming forward to write about the mass rape of women from Kunan and Poshpora by Indian security forces which took place in February 1991, and which has been shrouded in silence and mystery for two decades.[52] A new publication, *Do you remember Kunan Poshpora?* that examines the impact of this violence – and impunity around it – on the social, legal, and democratic rights of these victims, is due to be published shortly.[53] Working closely with victims of sexual violence, this research also generated a deep understanding of what justice actually means for those who are seeking it. This can range from punishment for the guilty, an acknowledgement of suffering and violation, processes of healing and reconciliation as well as truth telling.[54]

Another GSJ-funded project comparing strategies used by Guatemalan and Colombian indigenous and peasant women to access justice (106685) has highlighted the extent to which both formal justice systems and community-based practices have failed victims of sexual violence – both during and after conflict. An earlier PCD project on gender justice in conflict and post-conflict societies (102657-003) funded the Asociación Equipo de Estudios Comunitarios y Acción Psicosocial (ECAP) in Guatemala to support victims in their efforts to collectively break their silence around past abuses. The impact of this is worth highlighting here as a book titled *Weavings of the soul. Memory of Mayan women survivors of rape during the armed conflict* was published[55], and many later spoke out publicly for the first time in March 2010 at the *Court of Conscience On Sexual Violence against Women during the Internal Armed Conflict*. Building on the work started under PCD, the GSJ-funded project contributed important psycho-social support for these women. While much work has been carried out over many years by a number of organizations to support this process, an impact worth noting is that preliminary hearings were held by a Guatemalan criminal court in September 2012 marking the first ever trial for sexual slavery and rape during the armed conflict at the national level.[56] In August 2013, the same project brought together victims from both Colombia and Guatemala to learn from each other's respective strategies in overcoming obstacles to justice and dealing with widespread and deeply-entrenched notions of impunity. Prior to the meeting, some of the Colombian women participating in the project had only spoken out about violence inflicted on them generally by para-military groups and had rarely referred to the sexual nature of the violence they had endured. However, after listening to the Guatemalan women who had organized to collectively speak out over the past few years about their experience, the Colombian women present in the meeting finally started to break their silence.[57]

Finally, in Senegal, GSJ-funded researchers compiled a first-of-its-kind database on the causes and incidences of gender-based violence in the country (107009). An important finding stemming from these efforts was evidence documenting the strong link between sexual violence and the violation of women's

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[52] In Kashmir valley, on the night of 23-24 February 1991, the fourth regiment of Rajputana Rifles carried out a crackdown in the twin villages of Kunan Poshpora in Kupwara district. The men were taken to the village for interrogation and the women who were told to remain inside were sexually assaulted in their homes.

[53] See the draft manuscript of the publication *Do you remember Kunan Poshpora?*

[54] See a range of papers commissioned under the project 107134 on Sexual Violence and Impunity.

[55] See the full book in Spanish *Tejidos que lleva el alma : memoria de las mujeres mayas sobrevivientes de violación sexual durante el conflicto armado.*

[56] See the FTR for project 106685, as well as notes from the sexual violence and impunity meeting held in Italy in October 2013.

[57] See above footnote.

economic, civic, and political rights.[58] Accompanied by a government commitment to combat impunity and promote more effective *prevention* strategies, the project contributed to a comprehensive review of existing legislation on sexual violence. This will be followed up with policy recommendations to address issues of sexual violence, challenge impunity, and support access to justice and healing.

In all cases, GSJ-funded researchers have been part of a long-standing coalition of researchers, advocates, and activists who have been calling for justice for decades. Importantly, they have been joined by a younger generation of researchers and policy makers.[59] Recent noteworthy advances have not come easily, to be sure. In Senegal, for instance, the Ministry of Education and Scientific Research has launched a call for applications in order to fund research on gender-based violence to push this search for justice forward.[60] In India, the Police Department in Mumbai has adopted guidelines on attending to victims of sexual violence developed by GSJ partner Majlis Manch.[61]

## Outcome Area 2: Enhancing the capacity of individuals, institutions, and networks in the Global South to engage in, and communicate, locally grounded research that adopts innovative approaches and tools

When GSJ began, it assessed Southern research capacity on issues of governance, security, and justice as **methodologically and analytically weak**.[62] In Africa, in particular, the situation was considered severe, with a dearth of policy analysts and researchers able to provide accurate, credible, and impartial information and analysis. In many countries, a cohort of well-networked, established **"usual suspects" dominated research** and thinking on key topics. **Few researchers used inter-disciplinary approaches** and there was **limited engagement with innovative analytical approaches**, including a low adoption of ICT-based approaches.[63]

To change this reality, GSJ set out to make a number of strategic investments that would equip a younger generation of researchers with the ability to engage in, and communicate, locally-grounded research that adopted innovative approaches and tools and it did so on three levels:
- Supporting individuals;
- Building networks; and
- Investing in institutions.

### *Result 1: A new generation of locally-grounded researchers are rigorously trained in research skills*
To make an impact and achieve scale at the individual level, GSJ developed a number of flagship investments that focused on individual capacity building.[64] In Latin America and the Caribbean, the flagship was the Drugs, Security, and Democracy Fellowship (106721). Co-funded by the Open Society

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[58] See pages 12 to 24 of the 3rd Interim Technical Report for project 107009.
[59] Evidence pointing to how the movement is growing in Senegal can be found in a March 2014 policy brief, as well as the 4th Interim Technical Report from project 107009.
[60] More general information about this project and its objectives can be found online under project 107009. See Fonds d'Impulsion de la Recherche Scientifique et Technique (FIRST), édition 2014 for more information about the government call.
[61] See the impact report from the first year of activities carried out under project 107101.
[62] See for example GSJ's Latin America and the Caribbean Strategy and GSJ's West and Central Africa Strategy.
[63] See for example a 2011 conference report on Media, Social Media and Democratic Governance as well as a 2013 UNDP report on New Technology and the Prevention of Violence and Conflict.
[64] See for example the Latin American Drugs, Security and Democracy Fellowship, the Strengthening Research Capacity for Governance and Security in Sub-Saharan Africa program, the Governance, Security and Justice fellowship in South Asia, and the Strengthening West African Research Capacity on Security program.

Foundation, the driving force behind this initiative was to support a new generation of locally-grounded researchers in a field dominated by a few established researchers. The result was impressive. In total, the initiative granted fellowships and training to 45 young researchers[65] able to undertake rigorous field-based research, engage in fruitful exchanges with established researchers and policy makers, and in some cases develop alternative interdisciplinary approaches to tackle pressing problems related to drugs and insecurity.[66]

In the Middle East and North Africa, 2011 brought with it a unique opportunity to scale up IDRC's investment in social sciences in the region. Prior to the Arab Uprisings beginning in December 2011, social science research was chronically underfunded and viewed with suspicion by authoritarian regimes.[67] The series of uprisings witnessed across the region opened up the possibility of strengthening social science research capacity by establishing an Arab Council for Social Sciences (ACSS). What started as a small IDRC idea in 2006, became a reality in 2012, when ACSS was officially established in Lebanon. With funding from IDRC and the Swedish International Development Agency, the ACSS is now positioned in the region to fund fellowships for early-career researchers.[68] To date the initiative has funded more than 60 young researchers who are breaking new ground in the region. They are receiving training, undertaking research, and engaging in dialogue with other researchers, policy-makers and practitioners, something largely unimaginable across the region prior to 2011.[69]

Progress has also been made in sub-Saharan Africa. With funding from GSJ, the University of Peace Africa Program (106726; 106727) has awarded research grants to 56 PhD students, including 20 women which is a clear endorsement of women scholarship in the region.[70] To date, some 17 of the cohort have graduated[71] and it is expected that another ten will receive their degrees by December 2014. Investment in research capacity in institutions of higher learning is on the decline in sub-Saharan Africa.[72] This grant program thus represents one of the few avenues for African researchers to receive funding for work conducted at a university in Africa and the impact of the program is seen in Africa as well as elsewhere.[73] Importantly, students participating in this program are finding gainful employment[74] in relevant fields, and are expected to help Africans develop solutions to on-going challenges in the region. [75]

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[65] The 45 fellowships represent cohorts from 2012 and 2013. This includes 18 post-doctoral fellows, 23 dissertation fellows, and 4 research practitioners. Overall awards were granted to 25 women and 20 men.

[66] See the Final Technical Report for project 106721.

[67] See ACSS presentation to IDRC dated October 10, 2013.

[68] See ACSS Technical Report 1; Technical Report 2; Technical Report 3; and Technical Report 4.

[69] See the Arab Social Science Monitor project as a mechanism to track the evolution of social science research capacity. According to its website, the Ford Foundation provided a $250,000 grant to ACSS in 2013 to establish a system for collecting data and indicators to monitor social sciences in the Arab region.

[70] The decision to invest was also based on the results of the March 2011 evaluation, which recommended extending funding.

[71] See the list of graduated PhD Fellows and Doctoral Researchers as of March 2014.

[72] See Sawyerr, A, 2004. African Universities and the Challenge of Research Capacity Development. JHEA/RESA Vol.2. No.1, 2004, pp.211-240. Boston College for the Development of Social Science Research in Africa.

[73] Students graduating from the program, such as Godfrey Maringira, are being published in international journals.

[74] Godfrey Maringira for example was hired by the reputable Centre for the Study of Violence and Reconciliation, in South Africa. Prisca Kamungi, another UPeace alumni, was actively involved in the Nairobi Peace Initiative (see here), and is part of South Consulting where she authors reports and policy briefs. Kizito Sabala is currently the acting head of the Intergovernmental Authority on Development (IGAD) in Juba, South Sudan. Ann Rita Njageh is the Deputy Director for Academic Linkages at Catholic University of Eastern Africa. Another important investment is the GSJ funded internship program at the Institute for Security Studies (ISS). This program has supported 13 West-African researchers produce policy relevant outputs, briefing papers and other publications. ISS has been able to leverage additional funds from the Hanns Seidel Foundation for this program.

[75] See comments from Dr. Jean Bosco Butera, Director of the UPEACE for Africa Program at a meeting at the United Nations Conference Centre in Addis Ababa in April 2014.

In South Asia, a fellowship program for graduate students in the field of governance, security, and justice was launched to promote research on cross-border issues of mutual interest and multi-country case studies to help forge collective solutions ([106747]).  To date 16 graduate students have been supported. Their research capabilities and ability to interpret problems from multidisciplinary approaches are being enhanced through workshops, dialogues and learning events.[76] In addition, under the Sexual Violence and Impunity in South Asia project ([107134]), a large number of young scholars are being mentored to write specialized papers.[77] The project is also developing an online course to help build the capabilities of the next generation of scholars.[78]

### *Result 2: Researchers that employ interdisciplinary and innovative approaches are assuming leadership roles and generating practical solutions to GSJ-relevant issues*

Promoting rigorous interdisciplinary research that employs innovative approaches was a program priority. GSJ consciously chose to work with research NGOs and encouraged teams which were multidisciplinary and open to interdisciplinary approaches to problem solving. We were mindful that for university researchers there are few incentives to engage in interdisciplinary research as academia is organized in terms of disciplines, researchers publish within disciplines, and research funding tends to be directed in a disciplinary fashion. Complicating matters further is the fact that policy makers don't encourage multi-dimensional approaches to policy problems and instead prefer simple, single dimensional answers – a sign of a limited tolerance for complex analysis of problems from different perspectives.

To overcome this challenge, GSJ made a consistent effort to create incentives for undertaking interdisciplinary research and support researchers in their ability to translate complex findings into practical solutions.[79] For instance, in South Asia this meant working with young and established researchers to enhance their analytical and writing skills that would enable them to effectively communicate how to combat impunity for sexual violence in South Asia ([107134]).[80] In the case of research on accountability for religious and caste-based massacres ([106446]), it meant training community workers, lawyers, and journalists to better understand the needs of the community and contribute to survivors' efforts for justice as they pursued justice in more than 200 criminal cases launched in the aftermath of targeted mass communal violence in Gujarat, India.[81] Another innovation put forward by this project was its ability to use the newly-established Right to Information (RTI) Act to collect and analyze previously inaccessible information. The project team submitted hundreds of RTI applications and was able to build a public record that documented state accountability for the Gujarat massacre.[82]

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[76] See the interim technical reports for project 106747: Technical Report 1; Technical Report 2; Technical Report 3; and Technical Report 4

[77] For more details, see a brief snapshot based on figures provided by Zubaan in May 2014.

[78] See the draft course outline.

[79] See, for instance, the workshop report which set the tone for the project 107134 on sexual violence and impunity in South Asia. See also a number of baseline studies which document the need for comprehensive interdisciplinary approaches to tackle governance, security, and justice issues. These include: *Researching the Urban Dilemma: Urbanization, Poverty and Violence; Accountability in Africa's Land Rush: what role for legal empowerment*; and the *Development in the Shadow of Violence*.

[80] See for example the proposal for project 107134, as well as a report from a workshop organized by Zubaan in Bangkok in August 2013 and the Second Interim Report.

[81] See for example a learning impact report from project 106446.

[82] See the draft manuscript for *Accountability for mass violence in India: Examining the State's record*, Three Essays Collective, New Delhi: forthcoming, eds. Surabhi Chopra and Prita Jha.

In Kenya, a GSJ-funded project that paired researchers from the fields of law, finance, urban planning, and social studies helped to improve land tenure and access to services for the inhabitants of Nairobi's informal settlements (slums) (107292). The multi-disciplinary research is helping to support path-breaking constitutional litigation in innovative ways.[83] In West Africa, interdisciplinary research that brought together young researchers and the Agence Nationale de la Statistique et de la Démographie du Sénégal (ANSD), used an ICT-based platform (Web-SMS), to build a first ever gender-disaggregated database that documents the magnitude of gender-based violence across Senegal (107009).[84] This platform enabled civil society organisations, media, government, and citizens to access data and interact to promote more evidence-based policy that prevents gender-based violence[85]

### Result 3: Networks and institutions supported by GSJ are assuming a leadership role in sharing lessons and communicating research findings

Over the past several decades, hundreds of studies have been funded by development-oriented donors on issues of governance, security, and justice. While these studies have been important in their own right, they have not added to a common bank of knowledge. For the most part, these studies remain random data points that appear and then fade, leaving little measurable impact on knowledge, practice, or policy. The inability of donor-funded research to contribute to the accumulation of evidence in a coherent fashion has been a key constraint to policy and practice impact on issues relating to GSJ.[86]

One way to overcome the fragmented nature of research in this field is to encourage networks and greater coordination across research donors, academics, policy-makers, and practitioners. A concrete example where GSJ built such a network was through a project on innovations in e-government in the Americas (105449). This project brought together governments, researchers, and technology experts to strengthen the capacity of government agencies across Latin America and the Caribbean.[87] They worked together to enable governments in the region to develop and deliver services over the Internet. This included embedding technical experts in six government agencies responsible for the implementation of e-Government.[88] The result was more effective and efficient services, and increasingly responsive governments.[89]

Also in the Americas, GSJ made a conscientious effort to support networks that extend beyond the region and include institutions in Africa and Asia. A concrete example of this is evident in GSJ's institutional support to CONECTAS, an international human rights organization based in Brazil. GSJ funding helped CONECTAS strengthen its research capacity and consolidate its role as a global leader in human rights from the Global South (107100). As a result, CONECTAS has engaged in research and advocacy spanning

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[83] See Jane Weru, Waikwa Wanyoike, Adrian Di Giovanni, "Confronting Complexity: Using Action-Research to Build Voice, Accountability and Justice in Nairobi's Mukuru Informal Settlement," World Bank Law Review, Volume 6 (2014) (forthcoming) (draft as at August 7 2014 on file pending publication). Also see the workshop report *Outcome Mapping Review and Planning for Phase II of the Project* and the Project Monitoring Report from August 2014. For more details, see the articles published in the *Guardian* and the *Daily Nation*.

[84] See the proposal for project 107009 on preventing gender-based violence in Senegal and a February 2014 report on the project results.

[85] See the Second Interim Report for project 107009.

[86] See *Development in the Shadow of Violence;* as well as the outcome document from *The Future Direction of Investment in Evidence on Issues of Fragility, Security, and Conflict* donor roundtable meeting in Geneva, Switzerland, September 22, 2011.

[87] See the Final Evaluation Report for project 106496 (that relates to project 105449).

[88] See the office manual produced under project 105449.

[89] See the July 2012 Bulletin; the External evaluation on the Young Researchers component; and the Final Technical Report for project 105449 (in particular see page 42).

countries such as Egypt, South Africa, Zimbabwe, India, and Brazil.[90] As Brazil continues to emerge on the global stage, and as South-South collaboration strengthens, this grant will help position CONECTAS to be able to contribute to the public debate on issues of human rights, security, and justice.

In the Middle East and North Africa, GSJ also contributed an independent research network consisting of 16 think tanks and research institutes under the umbrella of the Arab Reform Initiative (ARI) (106875).[91] In a context of relative fragility, ARI helped to sustain research in places such as Syria and Yemen and promote public debate on how best to deepen democratic reforms in a region plagued by instability.[92]

Through initiatives such as *Safe and Inclusive Cities*[93] and through its investment in a cohort of projects on Large-Scale Land Acquisitions in Africa,[94] GSJ will continue to build networks that promote an interdisciplinary perspective and bring locally-grounded research to inform public debate and advance knowledge. Similarly, GSJ is trying to build a network of researchers working on issues of sexual violence who were brought together for a workshop in October 2013 with support from the Rockefeller Foundation Bellagio Center[95], as well as partners working on issues of peacebuilding and statebuilding who will convene in early 2015 with support from the Carnegie Corporation of New York.[96]

## Outcome Area 3: Building opportunities for policy influence

The third area where GSJ has sought to have an impact was in informing policy debates and influencing policies that are increasingly locally-grounded and gender-aware. Prior to highlighting GSJ success, it should be noted that GSJ has had to address some very real barriers to research uptake.

These barriers begin with the fact that academic research itself tends not to focus on policy tools, often only giving short shrift to them. As a result, there is better and rigorous knowledge of the causes and dynamics underlying conflict, violence, and fragility. However, an important gap remains in our knowledge about the impacts of specific policy instruments and tools on the ground. On top of that, while IDRC more naturally finds audience for such knowledge among development agencies, accessing the main policy actors who shape policies and instruments that respond to fragile states and violence-affected contexts often proves more difficult. Especially on issues of security, those issues are the domain of national defence and security agencies, in other words, organizations that are notoriously difficult to penetrate.[97]

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[90] See the First Interim Technical Report for project 107100.
[91] See the ARI website: http://www.arab-reform.net/about-us#mcenters
[92] See ARI Technical Report 1; Technical Report 2; Technical Report 3; Technical Report 4, as well as the Arab Democracy Barometer (www.arabbarometer.org/).
[93] Establishing a network is an explicit program strategy for SAIC. GSJ brought together this cohort for an inception workshop in September 2013. It has also sponsored a series of regular webinars (first, second). Partner feedback suggests these activities are important to helping them learn and identify opportunities for collaboration. Importantly, GSJ is also starting to witness grantees work together. For example two projects based out of Rio de Janeiro held a successful joint workshop in November 2013. GSJ also organized an official networking event at UN-Habitat's World Urban Forum 7 in April 2014.
[94] See Background Paper and Workshop Report for this initiative. Five projects covering 10 sub-Saharan countries are being funded. These are: 107530, 107525, 107524, 107590 and 107701.
[95] See the executive summary and meeting notes from the workshop on sexual violence and impunity that brought together a cohort of 6 GSJ-funded projects (107287, 106685, 107009, 107158, 107134, and 107101) as well as other researchers, legal experts and practitioners working in this field. For more information about the workshop participants, please see the documents filed here.
[96] See the competitive call for proposals. The 5 projects funded by GSJ include: 107453, 107476, 107454, 107506, and 107455. Plans are underway with the Carnegie Corporation of New York to jointly organize a workshop bringing together researchers funded separately by both IDRC and CCNY. See correspondence on preliminary plans for the meeting (as at May 2014).
[97] For more on this see *Development in the Shadow of Violence* pages 15-17.

However, despite these barriers, GSJ has succeeded in informing policies that are locally grounded and gender aware and in reshaping approaches to policy formation in a way that enhances the legitimacy and accountability of public authorities.

### *Result 1: Informing policies that are locally grounded and gender aware*
Perhaps the most emblematic result that GSJ achieved over the past several years relates is the impact that a project on sexual and domestic violence protocols in India has had on state practices and policy (107101). Through applied research, this project developed clear guidelines for the police regarding the procedure that they should implement when dealing with victims when they first approach the police. These guidelines were subsequently adopted for all 92 Mumbai police stations and more than 600 police officers have since been trained on how to more appropriately process first information reports for sexual offences.[98] The impact has been a more victim-friendly environment at police stations where the dignity of the victim is maintained at all times during the investigation process.[99]

Similarly, in the wake of the brutal gang rape and assault of a 23-year old woman by five men and a teenaged boy in Delhi, India in December 2012, nearly a dozen current and former IDRC-supported researchers were among those who appeared before the Verma Committee.[100] This committee was set up by the Indian Government to examine how to modernize laws around sexual violence and crimes against women. Notable contributions were made by GSJ-funded grantees to the Criminal Law Amendment 2013, which expanded the definition of rape to include all forms of non-consensual penetrative sexual acts by men and women. One GSJ grantee, Indian lawyer Vrinda Grover, played such an important role that she was named as a TIME 2013 pioneer in its annual list of the 100 most influential people in the world.[101]

True to the prospectus, GSJ supported local research recipients who had strategic relationships with policy actors. This was certainly the case on the issue of communal violence in India (106446) where the lead researcher, Harsh Mander, was part of India's National Advisory Council[102] charged with the responsibility of drafting 'Prevention of Communal and Targeted Violence (Access to Justice and Reparations) Bill' in 2011.[103] This strategic entry point enabled a GSJ-funded project to directly inform the bill in three respects: the Bill recognized the 'dereliction of duty by public officials' as a crime; it recognized the right for a victim to appeal independently of the state; and finally, it proposed the establishment of national standards of relief, compensation, and rehabilitation for survivors of mass targeted violence. This represented a tremendous contribution that had, and will continue to have, a significant impact on the accountability and legitimacy of public authorities with respect to acts of violence.

In Mexico, GSJ-funded researchers also contributed to policy development in very concrete ways. This included facilitating a dialogue between experts on victim rights in Mexico, Colombia, and Canada with the objective of informing procedures and policies adopted by the Mexican National Victims

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[98] See the impact report from the first year of activities carried out under project 107101, as well as the second Interim Technical Report. Also see media report of March 23, 2014.

[99] Please see the Second Interim Technical Report for project 107101 as well as the Year One Impact Report.

[100] Please see two emails from Navsharan Singh (GSJ) to Stephen McGurk (Vice-President, Programs) on the engagement of GSJ grantees following the December 2012 Delhi gang rape (in particular the publication of an op-ed), and the active participation of partners in the Verma Committee meeting which took place in January 2013.

[101] More information about the IDRC-funded project that Vrinda Grover partnered with can be found online under project 107134.

[102] See an article in the Indian Express published September 13, 2013, as well as a learning impact paper on project 106446.

[103] See the Bill here: http://nac.nic.in/pdf/pctvb.pdf

Commission.[104] Through this research on victim rights ([106782](#)), protocols on how best to recognize victim rights were shared between Colombian and Mexican government officials. This project also benefited from the project coordinator being one of the authors of a new law on victim rights.[105]

### *Result 2: Informing policy debates and reshaping approaches to policy formation*
There are instances when the political climate is not quite ready for formal policy discussions due to on-going hostilities, political tension, or a lack of trust. In such instances, government officials, opposition groups, rebel movements, and other non-state actors have been known to engage in [Track II diplomacy](#). The role of research in shaping policy debates and approaches to policy formation in such contexts is critical.

The on-going crisis in Syria represented one such instance for GSJ. In the context of an on-going armed conflict that displaced more than 2 million Syrian refugees and according to the Syrian Observatory for Human Rights, "at least 150,000 people have been killed in Syria's three-year-old civil war, a third of them civilians"[106], GSJ was approached to support a policy dialogue among a wide spectrum of the Syrian opposition that would help design a roadmap for a future Syria that was democratic and inclusive ([107139](#)). The project was Syrian-led and included senior opposition figures. The result was the production of a [transition roadmap](#) that documented possible economic, administrative, judicial, political, and electoral reforms that would enshrine minority rights, promote reconciliation, and enable stability and prosperity in Syria. The roadmap was officially endorsed by the National Coalition for Syrian Revolutionary and Opposition Forces and was widely disseminated among the Syrian public, NGO's, and policy makers in Europe and North America. It also led to extensive media coverage and was referred to by the UN and the European Commission.[107]

Another example where a GSJ-funded initiative helped shape the approach to policy development was through a project on governing the gas sector in Lebanon ([107069](#)). This project linked the [Lebanese Center for Policy Studies](#) (LCPS) with the [Lebanese Petroleum Administration](#) (LPA) and the government agency tasked with governing the gas sector to jointly assess how resources stemming from the gas sector in Lebanon could be made more transparent and equitably distributed.[108] In doing so, the project succeeded in creating buy-in to the research process at an early stage from key stakeholders who were eager to integrate research results into their policies and practices. Similarly, a project on preventing gender-based violence in Senegal ([107009](#))[109] was invited by Senegal's Ministry of Higher Education to inform its "Zero Tolerance for Violence Against Women" strategy. The project leader is part of the "Réseau International des Femmes de la Francophonie" and is contributing to policy debates on the issue at the international level.[110]

Other notable examples of GSJ funded research informing policy debates include recognition of GSJ research in the UNDP's [2013 Regional Human Development Report for Latin America](#), which showcased the work of GSJ grantees on citizen security and IDRC's engagement in consultations towards establishing

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[104] See the [Final Technical Report for project 106782](#).
[105] For project 106782, see the [First Interim Technical Report](#) and [Second Interim Technical Report](#)
[106] See the [Syrian Observatory for Human Rights news report](#).
[107] See information about the National Coalition for Syrian Revolutionary and Opposition Forces on the Carnegie Endowment for International Peace website [here.](#) See the SCPSS website ([http://scpss.org/en/](http://scpss.org/en/) ) for information on dissemination activities, as well as the [Final Technical Report for project 107139](#).
[108]See [Interim technical report](#) for project 107069, as well as [Conference Proceedings](#) published on July 24 2014.
[109] See a [review of the project results for project 107009](#).
[110] See the [Fourth Interim Technical Report for project 107009](#).

UN-wide Guidelines on Safer Cities as well as a proposed UN-wide Trust Fund on Safer Cities.[111] As well, a number of GSJ grantees in East Africa are promoting an end to the conflict in South Sudan ([107275](#) and [106858](#)),[112] promoting truth and reconciliation in Kenya ([106026](#)),[113] and helping to develop frameworks for the private security industry in Southern Africa ([105354](#) and [107193](#)).[114] GSJ work on large-scale land acquisitions[115], when still in its early phase, was able to have direct input into Canadian Government (GoC) positions on outcome documents for the 2013 UK G8 summit. GoC specifically highlighted IDRC land research in written submissions on land governance.[116]

## Lessons and Conclusions

*New Program, Increased Relevance.* In three years of programming, GSJ has succeeded in establishing a distinct identity, regionally and internationally, as a new program. GSJ has also generated a set of lessons under its first Prospectus. These lessons emerge both from the GSJ's rich experiences in supporting research, and from the modalities GSJ has adopted to generate knowledge. The lessons further build on the experiences of predecessor programs (PCD, WRC, ICT4D, MEGG Fund) but also strategic choices to sometimes head in new and different directions. The first and major lesson that GSJ takes into the final part of its Prospectus period is the relevance of its core Program focuses. The relevance of research at the intersection of governance, security and justice under one program, as well as the cross-cutting priorities of accountability and legitimacy, were revealed time and again.

If anything, this mix of themes has gained in urgency. In the three years since GSJ was launched, different regions have seen significant political and social upheavals, often accompanied by retreats in accountability of public officials, institutions and in respect for basic rights, and by new non-traditional actors vying for political legitimacy – whether looking to the Arab Spring, the Delhi rape case or the conflicts in South Sudan and the Sahel region. Those developments occurred on top of existing, global dynamics, such as ever-growing urban populations, new and dispersed forms of armed conflict, citizens' increased ability to use ICTs to mobilize and take potentially destabilizing action against illegitimate authorities, and a lack of public accountability in the face of societal challenges like sexual violence, corruption and closed political spaces. GSJ's first body of programming has demonstrated how, for populations across the developing world, *efforts to ensure secure societies, improve governance and access basic justice remain ever critical*.

Notably, the main Prospectus themes and questions proved well-balanced to address a range of problems. The themes provided a sufficiently *broad and flexible set of conceptual tools* to enable nimble responses to unanticipated developments. At the same time, the themes were sufficiently *well-targeted and practical* to allow for coherence and deep engagement across a series of regions and issues. The work of each PO in developing regional and thematic strategies, and a general team commitment to link each project back to Prospectus themes were important parts of that equation. Crucially, the GSJ themes were well-targeted enough to guide programming that produced real solutions to urgent challenges faced by citizens across the Global South. GSJ also validated the relevance of its programming through regular communication with Government of Canada counterparts. This engagement led to GSJ input into larger Canadian policy efforts, while helping raise the profile of partners and their research.

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[111] [See Annual Report to DFID found in this link](#)
[112] See the [project monitoring reports from project 107275](#), as well as the [preliminary outcomes report for project 106858](#)
[113] See [technical reports and outputs from project 106026](#); as well as the [Project Completion Report](#).
[114] See [monitoring reports from project 105354](#), as well as [monitoring reports from project 107193](#).
[115] See [106925](#), as well as [107530](#), [107525](#), [107524](#), [107590](#) and [107701](#)
[116] See the [Canadian position on land transparency](#) from the G8 Sherpa brief Transparency Advisory Group Land paper.

Part of the strength of GSJ's themes is that they are not confined to any one discipline. Built into the themes is an openness and even need to bring together different disciplines – within and across projects. As discussed above, projects that took a *multi-disciplinary, problem-focused approach* proved successful in confronting layers of complexity posed by research problems, or in providing fresh perspectives for tackling long-standing challenges. The focus on state-society relationships and vulnerable groups stood-out in this respect. So did the GSJ commitment to combine diverse types of groups and support within PO portfolios. For instance, some projects targeted more academic or advocacy-oriented research, while others emphasized institutional or network-level support, or fellowships to build future pools of research talent. In funding a diversity of research and organizations, GSJ ensured all projects were underpinned by solid methodologies. Notable efforts were made in South Asia to introduce new methodologies to the region. A general conclusion was that POs brought innovation to their work through the diversity in their portfolios, and efforts to work with partners to seize opportunities for research uptake, that is, to see evidence backed by solid methodologies as tools for deeper policy engagement.

***Programming for High Risk Contexts, Issues and Partners.*** Given the scope of GSJ's thematic challenges, making meaningful contributions to local, regional and global debates meant GSJ had to be strategic in identifying issues of focus, partners, and funding modalities. In respect to choosing partners, emphasis was placed on *funding developing-country based researchers* who, as noted previously, received 83 percent of GSJ funding. This emphasis helped to ensure that research was embedded in local contexts and, as a result, was more responsive to policy challenges and in addressing knowledge gaps. Designing GSJ-programming in this way held a special importance because, by its nature, GSJ research deals with politically sensitive topics, often in contexts where institutions are weak, lack transparency, and where policy actors might receive researchers and their work with distrust and even hostility. Researchers themselves also face challenges, in some cases, in developing solid institutional capacity to administer funding. Put simply, GSJ's risk profile can be defined as combining risk of context, risk of issue and risk of partner.

A main set of lessons has thus been in how GSJ has been able to play a catalytic role in the face of such risks. Existing trusted relationships with partners proved a crucial element. For one thing, GSJ partners are the first and most important guide in helping to navigate fast-moving and at times hotly contested political and social dynamics. Understanding and navigating such dynamics were crucial in ensuring research was relevant and timely, that is, that it responded to problems as experienced by actors on the ground. Indeed, the projects that proved most successful often involved researchers with an existing track-record of policy engagement who, through the strength of their research, were seen as neutral voices and honest brokers. When dealing with higher risk issues and contexts, emphasis was placed on identifying researchers with that kind of profile. GSJ team members worked with researchers, especially at the project design stage, to ensure rigor in research questions and methodologies, and to assess potential risks related to the research. At its best, GSJ-supported researchers and research have helped to be play a mediating role, by using evidence backed by rigorous methodologies to build common ground in tense or polarized debates. The credibility and legitimacy of GSJ-supported researchers and their research among local audiences is an achievement that GSJ can claim with some satisfaction.

GSJ has nonetheless been ever mindful of the potential risks and unanticipated results associated with GSJ-supported research. To illustrate, researchers working with indigenous women in Colombia have successfully used research findings to stimulate debate around sexual violence within the women's community. The group however has faced stiff resistance from political actors to extend similar discussions to broader audiences. Given the potential risks associated with GSJ-supported research, an

increasing emphasis was placed on *research ethics*, and ensuring the project partners were well-attuned and equipped to address those concerns (most often in the form of Research Ethics and Security Protocols). More broadly, the emphasis on research ethics helped play a *standard-setting and capacity-building role* since, in many developing country contexts, the relevant frameworks and review processes are not yet in place. GSJ will continue to focus on research ethics, while linking to larger IDRC-wide initiatives such as the work of the Ad Hoc Committee on Research Ethics (ACRE).

A crucial lesson GSJ learned in programming on topics of heightened sensitivity was when to play more of a *'behind the scenes' role*. This was especially true with work on Syria, where GSJ consciously took a low profile in providing financial and technical support. In some cases, contexts have proven too risky to support local actors directly. Support to neighbouring regional or northern institutions has proved an effective, alternative strategy. Such groups can also be effective in expanding the reach of GSJ-programming to larger policy audiences, to complement a local focus. This was particularly the case with institutions having pre-existing North-South relationships, on issues having international reach.

*Gender.* As one of its major achievements, GSJ has embedded a gender lens in all of its work. The team ensured that every project, from concept note state to final approval, clearly identified a gender dimension and integrated appropriate gender analysis elements. The team's efforts demonstrate how a gender lens can be successfully integrated across a program, and need not be confined to projects focusing on themes specific to women. Efforts to integrate a gender dimension also extended to ensuring strong representation of women as research leaders (Principal Investigators) and team members. Based on a rough count, women represented 53% or 106 of 201 of GSJ project leaders and co-leaders. Depending on the partners, building the gender dimension into proposals, and ensuring follow-through once research started, required greater levels of PO engagement and sensitization. In the process, GSJ has endeavoured to build the legitimacy of taking a gender lens – or rather the illegitimacy of not taking one – among partners and the mainstream research environment more broadly. In South Asia, a deeper strategy has been adopted of providing funds to feminist researchers, to build their respect within the social science community and slowly acquire leadership positions.

*Cohort Approach.* GSJ consciously adopted a "cohort" approach in its programming. Efforts were made to regroup projects around certain themes, to build knowledge beyond individual projects or a 'one off' basis. Among other things, this approach helped to build coherence among projects, within specific regions, and also across the Program as a whole. Through cohorts, project partners can conduct research that targets local policy challenges while, at the same time, taking part in learning networks to compare findings across different regions and generate higher level results. Developing cohorts was a crucial strategy for helping raise the profile of partners' research within broader international policy audiences. GSJ's shift to working predominantly with local partners meant that added efforts were needed to elevate research findings back up to a global level. Partners were not always willing or able to work at a global level, or their research's larger relevance was not as easily grasped by international audiences. Supporting projects that take a comparative approach, through multi-country and even cross-regional research, was another strategy to that end. Efforts to coordinate research across countries, however, was at times mixed, particularly where there was no pre-existing relationship between researchers.

Not all cohorts and efforts to convene groups proved as successful, to be clear, in generating buy-in from partners or in showcasing larger research lessons. Experiences with the women's political participation cohort demonstrated the need to engage early with partners as a group to build the identity of the cohort, and ensure sufficient links between different research topics from the outset. Recent efforts in convening researchers working on sexual violence demonstrated that researchers are not always interested in

influencing global thinking or, as a first step, drawing generalizations across regions from their otherwise strong context-specific work. Those lessons have helped to feed into efforts to build cohorts on peacebuilding and state-building, large-scale land acquisitions, citizen security, and the larger SAIC program, for instance.

*Multiple Programming Modalities.* GSJ's experiences in the Prospectus period confirms strongly the importance of employing multiple programming modalities. Each modality, in short, has its own benefits and drawbacks. The main question GSJ will continue to face will be *how to achieve the best balance, in light of the relative strengths and trade-offs of each modality*? The balance to date proved quite effective. GSJ primarily used the traditional "grants-plus" modality of POs identifying and assessing partners and ideas, on a project-by-project basis according to their fit with Prospectus themes and regional/thematic strategies. Those efforts were supplemented by a number of smaller-scale open and targeted calls for proposals (Peacebuilding and Statebuilding, Resilience Innovation Hub in East Africa, land acquisitions) and the large SAIC open call.

The traditional "grants-plus" modality proved particularly effective for building relationships with partners and, in turn, for all of the benefits described above of having locally embedded partners and research networks. Open calls for proposals, by contrast, proved effective for tapping into new and vast pools of partners, and when initiating programming in new areas, on a modest to large-scale, and when trying to inject developing country research perspectives into larger international policy debates. IDRC's donor partners often prefer open calls as a condition for entering into external partnerships. The drawback of open calls is that they demand large-scale investments in team members' time, in organizing the calls for proposals, reviewing proposals and finalising projects following standard IDRC processes. The fear is that lost in the process would be higher impact interventions and innovative ideas from promising partners who might not succeed in the open calls – either because the researchers are emerging talent, inexperienced with proposal processes, or are unable to meet pressures of tight deadlines. That said, developing projects on more of a project-by-project basis is potentially less amenable to attracting external partnerships, and achieving broader impacts in shaping debates at an international level.

The conclusion is that open calls for proposals should be weighed judiciously as a modality, against their trade-offs in diverting time and resources away from other modalities. There is no clear formula and, looking ahead, these questions are likely to resurface more sharply given shifts in funding environments and the need to rely more on external partnerships.

*Leveraging Shrinking Resources to Meet New Challenges.* Part of GSJ's success in the earlier days of the Prospectus period was due to healthier funding envelopes. They enabled GSJ to respond with agility to demands on a number of fronts, at once. Since then, discretionary funds have shrunk significantly, while opportunities for deeper engagement continue to grow. An important challenge looking ahead, in this light, will be for GSJ to identify strategies to preserve the strong base of programming built up in the past three years. How to preserve deep engagement on pressing themes, across regions while maintaining sufficient flexibility to respond to changing contexts and unanticipated issues at they emerge? Among other things, this question is about prioritizing responses in the face of competing demands. It is also about leveraging additional funding, and exploring new funding modalities.

In the past three years, GSJ began to address declining resources by exploring parallel and external partnership modalities. The SAIC partnership stands as the largest example, in terms of funds and projects launched. Notable from that experience has been the role of GSJ in injecting developing country researchers into global debates, in the face of initial hesitations of SAIC's donor partner, about developing

country research capacity. A parallel funding arrangement with the Carnegie Corporation of New York also provides a creative alternative for leveraging funds, in which both institutions could respect their own funding priorities and keep a light bureaucratic structure. Efforts are ongoing to nurture relationships with donors on number of fronts, for instance, with East African Resilience Innovation Hub. *A key tool in building credibility and a distinct identity with donor audiences has been GSJ's track-record* of programming directly with local partners who generate high quality results on complex problems in higher risk contexts. Any strategy to pursue new partnerships going forward, thus, would need to identify ways for GSJ to maintain and refresh its networks and trusted relationships with local researchers. At a minimum, GSJ will face questions of how to manage expectations of existing partners in the face of declining resources, and shifting priorities.

As GSJ seeks out new opportunities going forward, the private sector represents a potentially ripe area to tap into. To be clear, issues of private sector feature in GSJ's Prospectus and programming to a modest degree.[117] A priority for the next period of Programming will be to *deepen thinking on how to establish meaningful relationships with private sector actors*. The goal in trying to build greater links would not be solely as a way to deal with resource scarcity. Rather, GSJ will work to identify possible common objectives with private sector, that is, where they too would be meaningfully engaged as consumers of research and in efforts to target knowledge gaps and broker solutions to governance, security and justice challenges. To what extent there is an appetite within private sector for generating and funding such knowledge-generation activities on those topics would need further exploration.

The larger lessons of the Governance, Security and Justice Program will emerge in the final Prospectus period and beyond. New challenges lie on the horizon, some easier to anticipate than others. In the three years since its launch, GSJ has developed a successful foundation that leaves it well-positioned to continue to tap new opportunities, build on its high quality programming, and help bring positive change to people's lives in the face of whatever challenges await.

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[117] For instance project [107193](#) on promoting partnerships for crime prevention between State and private security providers in Southern Africa. As of writing new projects were being developed and approved on the role of private sector actors in helping resolve local level conflicts in Latin America (107672), and on regulation of transnational corporations in South East Asia.

# ANNEXES

**Annex I -** Governance, Security, and Justice Timeline of Events

**Annex II -** Graphs and Visuals

**Annex III -** Governance, Security, and Justice (GSJ) Program Prospectus

**Annex IV -** Full list of Governance, Security and Justice (GSJ) Projects

**Annex V -** Governance, Security, and Justice (GSJ) Program "Dashboard" Spreadsheet