Sida Evaluation 06/46

Too Good to be True? UNRISD 1996–2005

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”This evaluation of UNRISD was undertaken in close collaboration and consultation with the Ministry for Foreign Affairs of Finland and the Ministry for Foreign Affairs of Norway. The draft report was discussed at a meeting in Stockholm on November 17, 2006 where representatives of development cooperation agencies from Finland, Mexico, Norway, Sweden, Switzerland, the United Kingdom and the Management of UNRISD participated.
This final report incorporates comments and suggestions from the meeting.”

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Executive Summary

This study reviews and evaluates the research and activities of UNRISD during the period from 1996 to 2005. Its main objectives are to assess the quality, relevance and impact of UNRISD research in the past decade. It also provides an evaluation of the research process in UNRISD and the cost-effectiveness of UNRISD activities. The following executive summary begins with an overview that highlights the strengths and weakness of the institution to emerge from our evaluation. As a point of reference, it also situates our study in the context of the previous evaluation in 1997. Thereafter, it sets out our conclusions on each of the terms of reference.

1. An Overview

The strengths of UNRISD should be highlighted. Its autonomy is an asset. Its independence is a real strength. It is a valuable bridge between the United Nations system and the academic world. It has provided important inputs for UN Summits and Conferences such as the Social Summit in 1995, or follow-ups: Copenhagen+5, Rio+10 and Beijing+10. It works at the intersection of disciplines in social sciences which gives it a different edge. Its range and number of publications are impressive. Its standards, in terms of quality, are consistent and there is much that is commendable. It has produced pioneering work on some themes. Its research, sometimes innovative, sometimes provocative, sometimes different, makes an important contribution to the debate on development. It works on sensitive issues that the UN system is unwilling or unable to. It has an ethos that is conducive to research. Its staff has a sense of belonging, which makes for both commitment and motivation. It has mobilized talent and scholars from developing countries, to nurture quality, through its network. Its leadership, with a sense of vision and an eye for detail, has made a real difference over the past two decades.

The weaknesses of UNRISD must also be recognized. Its personnel policies are almost dysfunctional. The staff, whether professional or administrative, is employed on contract for one year at a time; and even the Director has a contract for two years at a time. In this situation, the commitment and the motivation of the staff are surprisingly commendable. Its finances, which are neither stable nor predictable, are a cause for concern. The magnitude of finances is not adequate. The nature of financing is not appropriate. Its size, in terms of human resources and physical infrastructure, is possibly below the critical minimum. Of course, small can be beautiful, but UNRISD is perhaps too small. Its cottage-industry scale inevitably constrains performance. Its efforts at dissemination leave much to be desired. UNRISD is not known enough in the outside world. And even where UNRISD is known, its work is not sufficiently recognized. It does not reach out as much as it should to civil society organizations and policy makers in governments. There is discernible stress among research coordinators who seek to combine their research pursuits with networking roles. At the same time, given its size, UNRISD is probably doing too much in terms of research and activities which only adds to stress.

2. The Context

The 1997 evaluation team recommended that UNRISD should continue with its established methods of generating research ideas, developing research proposals, monitoring research quality and building research networks. In general, UNRISD followed these recommendations. And, on balance, the results have been good, in terms of the relevance, the volume and the quality of research output. In developing the research programmes for 2000-2004 and 2005-2009, the process of consultation with outsiders has been more extensive. In choosing research scholars, the process is not quite transparent or inclusive and has continued to be much the same. The publication process, through commercial publishers and in academic journals, continues to provide an independent scrutiny and control of the quality of

research output. The mechanisms for quality control for in-house publications have also been strengthened partly in response to prompting by the Board. The method of doing research through networks of scholars, which began life earlier, has been consolidated. And it continues to be effective as a system that delivers, even if it is not open to those outside the networks. The evaluation in 1997 was concerned that UNRISD's outreach was less than satisfactory. Outreach and dissemination remains a problem. The primary concern of the evaluation in 1997 was that UNRISD finances were unstable and insecure. Some efforts were made as follow-up but the situation remains much the same. Of course, the persistence of this problem may be attributable to factors beyond the control of UNRISD.

3. Quality

The range and number of UNRISD publications, during the period under review, are indeed impressive. And, on the whole, the quality of UNRISD research has ranged from good to excellent. The standards in terms of quality are quite high and reasonably consistent. Of course, the quality cannot be uniform across projects and over time. It ranges from the excellent through the competent to the average. However, almost everything is above minimum standards. And there is much that is commendable.

The frequency of publication is, on the whole, impressive. During the period under review, UNRISD published 6.9 books per annum, 3.5 articles in academic journals per annum and 5.7 chapters in edited volumes per annum. It is worth noting that the books are mostly anthologies in which most of the contributors, even editors, were outsiders, but UNRISD staff were always the coordinators, sometimes the editors and often among the authors. The articles in journals and chapters in books refer to the output of UNRISD staff alone. On average, UNRISD professional staff per person published one article in journals every 2.03 years and one chapter in edited books every 1.25 years. Bibliometric analysis suggests that publications by UNRISD and its staff performed, at best, modestly, in terms of citations and should have done better. We think that UNRISD should endeavour to publish more in academic journals.

UNRISD research has thematic cohesion and clear direction. It has a rich empirical tradition. It asks interesting questions. It examines unexplored problems. It is critical of conventional wisdom. It provides space for heterodox views. It articulates a dissenting voice. It was a pioneer in research on social indicators, ethnic conflict and sustainable development. It continues to be a pioneer in its research on social policy, gender and conflict in the wider context of development. These attributes of research at UNRISD are also an important dimension of quality.

4. Relevance

It is clear that, in terms of relevance, UNRISD research is definitely usable. But we know little about its actual use. And it is exceedingly difficult, if not impossible, for us to say anything about utility in terms of outcomes. The relevance of its research agenda for the United Nations system is apparent from the choice of themes. The selected themes, as also its priorities, are in conformity with the mandate of UNRISD. The contribution of UNRISD to the preparatory and follow-up work for UN Summits provides further confirmation. The relevance was probably diminished because dissemination, on the part of UNRISD, even in the UN system was not good enough. For civil society organisations, the potential, in terms of relevance, was not realised because most UNRISD research was not available to them in a form or language that was easily accessible and directly usable. The same was probably true for policy makers in governments. For the academic world, UNRISD research was thought of as relevant for individuals and institutions engaged in teaching or research on development studies, gender studies and sociology.

In our view, however, relevance should not be interpreted in a narrow sense. In the wider context, it needs to be said that ideas are, perhaps, among the most important contribution of the UN system. And UNRISD research has made pioneering contributions to work on social indicators, structural adjustment, transition economies, conflict, social policy, and gender. There can be no doubt that this work has been highly relevant to the concerns of the United Nations, even if the results of the research have been used less than they might have been. We believe that is vital for the UN system to nurture UNRISD and to preserve a diversity of research institutions if policy-debate and decision-making is to be the best possible in a complex world.

5. Impact

We think that UNRISD research has probably had far more impact on the UN system and on academia than on civil society organizations or policy makers in governments. This differential impact may not have been entirely unintended. In our evaluation of impact, on the whole, there is a positive and a negative dimension. The plus is that UNRISD's choice of themes and subjects for research has kept key issues on the agenda. The minus is that UNRISD is not known enough and, even where it is known, it is not recognized enough. We stressed at the outset that impact depends only in part on what UNRISD does after publication and in part on how others respond. Therefore, UNRISD can, at best, facilitate the process of dissemination. It is probably not doing enough in this sphere. The reasons could be that there are resource constraints, time constraints, and talent constraints. It could and should do more.

UNRISD is probably allocating sufficient financial resources to dissemination, but the actual outcomes are not effective. The time has come for it to rethink its strategy. Its publications should be readily available and easily affordable, particularly in the developing world. Its website and Internet must be put to optimum use. For enlarging access through simplicity of text and brevity of language, UNRISD should engage persons with specialised talents to write short briefs on its publications in a language that is simple and in a form that is attractive for readers. It must be recognized that researchers or administrators in UNRISD cannot perform this role. But there is another role that they can perform. UNRISD should take the lead in organising an annual meeting to present its research to the United Nations in New York. The profile of the institution, in terms of visibility and outreach, matters. UNRISD must pay more attention to its profile. This is bound to increase the probability of a stronger impact.

6. Process

The modus operandi in UNRISD, which determines the choice of programmes, themes, projects and authors, is well established in terms of process and outcomes. There are two models. For generating new ideas or developing research themes, there are high level conferences that produce think pieces. For doing the research, there is a network of scholars. The method is effective. The research gets done. The volume is impressive. And the quality is good. There are, however, some weaknesses in this mode of operation that are discernible.

The essential problem is that the system is not quite transparent and not conducive to inclusion. This is characteristic of networks. The insiders are happy. The outsiders are not. Given the constraints of the network system, the geographical dispersion of the authors is good, as is the distribution of authors between industrialized and developing countries. However, there is a country concentration among authors. This concentration has diminished considerably in the past decade as a consequence of an attempt at diversification but it remains significant. More needs to be done. We would suggest that UNRISD should, at least in some projects or in some conferences, experiment with a more inclusive approach that invites scholars, through an open call, to submit proposals or submit papers. Of course,

this cannot be a substitute for the established practice, but it could be a valuable complement in the process of diversification.

The related problem is that the management of the network of scholars across countries does create both pressure and stress among research coordinators. The difficulties are accentuated because the number of professional staff, who function as both researchers and coordinators, is rather small. There is a clear need for an expansion of research staff in terms of numbers and a diversification of research staff in terms of levels

7. Cost-Effectiveness

During the period 1996–2005, on average, a professional research staff of 7 persons with 12 administrative and support staff, produced 69 books, 57 chapters in edited volumes, 35 articles in professional journals and close to 200 in-house papers. Given a budget of US $3.5 million per annum, this output is indeed impressive. The allocation of resources between different programmes is, on the whole, appropriate in relation to the institution's mandate and needs. The allocation of resources between different activities is also, on balance, appropriate. The resources devoted to administration and management are modest. Clearly, UNRISD manages and utilizes its limited resources well. It is difficult for us to compare UNRISD with similar institutions because we have not studied other institutions. In our view, UNRISD is cost-effective, particularly in research. It provides good value for little money. But it is not cost-effective enough in dissemination.

8. Finances

In our view, the problem of financing of UNRISD has two dimensions: the magnitude of finances is not adequate and the nature of financing is not appropriate. It is clear that UNRISD needs more resources. Just as important, the finances need to be more stable and more predictable. These issues must be addressed on a priority basis.

In the short term, we would suggest the following steps towards a sustainable solution. First, core finances should constitute at least two-thirds, and in an ideal world three-fourths, of total finances so as to reduce the relative importance of project finances. Second, core finances should be committed by concerned donors for a minimum period of three years and if possible five years. Third, it is essential to diversify sources of financing so that the excessive dependence on a few donors is reduced.

In the long term, the ideal solution would be to create an endowment fund with contributions from donors. The income stream from this endowment should be sufficient to finance, say three years from now, starting in 2010, one-third of the total annual expenditure of UNRISD. Ultimately, say six years from now, starting in 2013, this income source from the endowment should be sufficient to finance one-half of the total annual expenditure of UNRISD. We would urge UNRISD, in particular its Director, Board, and donors, to make a special effort to realize this objective.

It must be said that, in our judgement, it is essential for the United Nations system to make a contribution to UNRISD finances. The institution has been in existence for more than four decades. It has established a reputation and carved out a niche in research on social development. It carries the imprimatur of the United Nations. Yet it depends almost entirely on donor finances and project financing for its activities. The time has come for the United Nations to correct this situation and contribute to UNRISD finances.

1. Introduction

This study reviews and evaluates the research and activities of the United Nations Research Institute for Social Development (UNRISD), during the period from 1996 to 2005. Its main objectives are to assess the relevance, quality, and impact of UNRISD research in the past decade. It is also meant to provide an evaluation of the research process in UNRISD and the cost-effectiveness of UNRISD activities. The discussion is situated in a longer term perspective, with reference to its earlier evaluations and the evolution of UNRISD as an institution.

1.1 The Context

The past decade, which coincides with our period of evaluation, has witnessed a profound change in the international context. For one, national economies have become ever more closely integrated through cross-border flows of trade, investment and finance. The technological revolution in transport and communications has facilitated this process by dismantling barriers implicit in distance and time. For another, there has been a dramatic transformation in the political situation, as communism has collapsed and capitalism has emerged triumphant. The world of competing ideologies has given way to a world with a single dominant political ideology. It is no surprise that this process has shaped and influenced the discourse on development.

There is a similar, if not consequential, change in the national context. Most developing countries and transition economies have sought to reshape their domestic economic policies so as to integrate much more with the world economy and to enlarge the role of the market vis-à-vis the state. The experience has belied expectations. There is a widening gap between rich and poor countries, between rich and poor people in the world's population, and between rich and poor people within countries. The spread of markets and momentum of globalization have, in fact, been associated with an exclusion of countries and of people from the process of development. The democratization of polities, even if it is much slower than the marketization of economies, has enhanced the importance of time in the quest for development. More and more of the world's people now live in pluralistic societies with democratic regimes. In such political democracies, poverty, deprivation, or exclusion is no longer acceptable to people, who want development here and now.

Over the past decade, the dominant ideology, advocated through the Washington Consensus, has lost some of its lustre and its orthodox prescriptions are being subjected to increasing question. The actual experience of development, since the mid-1990s, which has belied expectations, has probably exercised the most significant influence. But critical perspectives, heterodox thinking, and serious research on development have also made some difference. UNRISD has been a part of this process. And it has contributed to the debate on development in many important spheres.

1.2 The Approach

In pursuit of our objectives, for this evaluation, we adopted the following approach. At the outset, in accordance with our terms of reference, we requested UNRISD to provide us with information on their activities and copies of their publications, in order to assess the relevance, quality, and impact of UNRISD research. In addition, we sought information on the research process and the financing of activities at UNRISD. Of course, this was just a beginning, as our information needs evolved during the period of evaluation, and information was compiled for us on an almost continuous basis in subsequent stages. The information was examined and analysed, just as the publications were read and assessed, by members of the Evaluation Team themselves. This was combined with intensive discussions with the

staff at UNRISD throughout the period of evaluation. In addition, selected books and papers published by UNRISD were sent to eminent scholars in the concerned domains, for an evaluation that was provided in the form of written referees' reports. Discussions and consultations with academia, the United Nations system, civil society organizations, and policy makers during the course of our evaluation also provided significant inputs. These consultations were done in person, through e-mail, or over the telephone.

We consulted academics across disciplines in the social sciences and in different parts of the world to obtain their assessment of the quality of UNRISD research. But we also sought their views on its relevance and impact. We discussed the work of UNRISD with concerned persons in the UN system, in organized meetings with the whole team, and in personal consultations with individual members of the team. In these discussions, we sought to focus on relevance and impact but we also obtained their views on quality. We met with selected representatives of civil society organizations, and contacted several others through e-mail or over the telephone, to obtain their assessment of the relevance and impact of UNRISD research. In these discussions, we also sought their views on quality. In addition, we consulted some policy makers in governments about UNRISD activities, but this consultation was limited by the constraints implicit in time and distance.

The Evaluation Team first met in Stockholm on 11 April 2006. Its subsequent meetings were held in Geneva. The second meeting was held from 31 May to 2 June 2006. The third meeting was held from 12 to 14 July 2006. The fourth meeting was held from 14 to 16 August 2006. And the fifth meeting was held from 21 to 23 September 2006. In addition, individual members of the team held several meetings and consultations with concerned stakeholders and different constituencies of UNRISD during the period of evaluation. Our findings and recommendations were presented at a meeting in Sida at Stockholm on 17 November 2006

1.3 The Structure

The structure of the study is as follows. Chapter 2 sets the stage for our evaluation by situating the role of UNRISD in a wider historical context. Chapter 3 sketches an overview of activities of UNRISD during the period from 1996 to 2005. Chapter 4 provides an evaluation of the quality of UNRISD research. Chapter 5 analyses the relevance of UNRISD research with special reference to the United Nations system. Chapter 6 assesses the impact of UNRISD research on the UN system, on academic institutions, on civil society organizations, and on national policies. Chapter 7 examines the research process to consider the choice of programmes, themes, projects and researchers. Chapter 8 focuses on UNRISD finances, with some reference to the cost-effectiveness of UNRISD activities. Chapter 9 draws together the conclusions that emerge from our evaluation.

The text of our report is followed by annexes, which provide information about our evaluation and about UNRISD. Annex I sets out the terms of reference. Annex II lists the persons we consulted, including the staff of UNRISD. Annex III lists the titles of UNRISD projects during the period 1996–2005. Annex IV provides the themes, venues and dates of UNRISD Conferences, Seminars and Workshops 1996–2005. Annex V reports UNRISD publications – anthologies, monographs, chapters in books, articles in journals – during the period under review. Annex VI lists reviews of UNRISD publications in academic journals. The reviews of UNRISD books or studies published in academic journals have been compiled and reproduced. These are in a separate electronic file that is available onrequest from UNRISD. Annex 7 lists the journals in which UNRISD has published articles. Annex 8 puts together data on the sales of UNRISD books. Annex 9 outlines some information about project finances. Annex 10 presents evidence on the network of scholars engaged in UNRISD research, distributed by country of location, for the period 1996–2005. Annex 11 lists the acronyms used in the report.

2. The Background

2.1 What is UNRISD?

UNRISD is a small institution with an annual budget of about US $ 4 million. At present, it has only eight professional staff for research, including the Director and Deputy Director who combine research with their time-consuming management obligations. Each researcher has one research assistant. The administrative and other support staffs consists of 12 persons. Yet, UNRISD has an impressive list of publications and activities: independent reports regarded as important intellectual inputs to UN world events, almost seven commercially published books per year in the last ten years, numerous other publications and stacks of research papers. It arranges seminars, workshops, and conferences on global issues with participants from all over the world.

"Too good to be true" was our initial reaction, to these facts about the output of the Institute, a reaction that has not faded now that we have understood how UNRISD can do so much with so little. Although three recent evaluations of UNRISD by Sida in 1991, by the Nordic Countries in 1997 and by the UK Department for International Development (DFID) in 2002, were very positive, they had still not fully prepared us for this initial reaction.

UNRISD was established by the UN in 1963, prompted by the Government of the Netherlands offering an initial grant of US $ 1 million to a UN social research institute. The General Assembly in a resolution noted "*with appreciation*" the offer by the Netherlands.[1] The Secretary-General of the United Nations accepted the donation[2] and made the formal arrangements for the Institute.[3] These formal arrangements are still in place in 2006 but the actual operations of the Institute have widened beyond its original mandate of pure research tasks.

The Institute was to be an autonomous activity of the United Nations with its office in Geneva, Switzerland. The office services in Geneva were the UN's only financial commitment to UNRISD. The Secretary-General appoints the Chair of the Board, has one representative on the Board and appoints the Director of the Institute. Ten individual members of the Board are nominated by the UN Commission for Social Development and confirmed by the UN Economic and Social Council (ECOSOC). The regional commissions and the specialized UN agencies, ILO, UNESCO, FAO and WHO, are represented on the Board by members or by observers. The Board reports regularly on progress made by UNRISD to the UN Commission for Social Development that reports to ECOSOC.

At the start UNRISD was given a small staff. It was conceived of as a small institute. The initial Dutch grant was sufficient only for the first three years of operation but the Institute could continue to exist as long as there were countries or donors to fund it. The Institute has lived on, rather precariously at times with secure finances for no more than six months. In recent years, it has been in better financial shape than ever before because some donors have given three-year grants. Beginning in the late 1980s, it has earned a reputation as an active participant in the field of social development research with its own characteristic voice in the development debate. Canvassing countries and other donors for funds has become somewhat easier in the process.

[1] Resolution 1827, 1197th plenary meeting of the General Assembly, 18 December 1962.
[2] Document A/C.5/936, 22 October 1962. Statement by the Secretary-General to the Fifth Committee of the General Assembly accepting the donation under Financial Regulation 7.2 to be administered as a Trust Fund under Financial Regulations 7.3, 6.6 and 6.7.
[3] Document ST/SGB/126, Secretary-General's Bulletin dated 1 August 1963.

2.2 The Mandate of UNRISD

The purpose of the Institute was spelt out by the Secretary-General in 1963. It needs to be quoted here in full because the original text of the Secretary-General's Bulletin of 1 August 1963 is still applicable.

> "The purposes of the Institute are as follows: to conduct research into problems and policies of social development and relationships between various types of social development and economic development during different phases of economic growth. It will carry out research and studies, which are urgent and important to:
>
> (a) The work of the United Nations Secretariat in the field of social policy, social development planning and balanced economic and social development;
>
> (b) Regional planning institutes already existing or in the process of being set up under the auspices of the United Nations;
>
> (c) National institutes in the field of economic and/or social development and planning.
>
> The work of the institute would be co-ordinated with that of the specialized agencies concerned and the results of the research made available to international and national bodies as appropriate."

The opening paragraph defines the area of research for the Institute very broadly, "problems and policies of social development" giving the Institute wide discretion in choosing its own direction. However, the following paragraphs of the mandate delimit projects rather narrowly to research and studies that are *urgent and important* to UN Secretariat work on "social policy and social development planning" and to regional and national planning institutes.

The mandate of UNRISD has not since been revised, in more than four decades, although it is obvious that some changes are needed in order for the text to correspond to the current institutional set-up and to modern approaches in development research. In November 2005, UNRISD submitted a revised text of the original mandate. The changes would primarily modernize the text. The focus on "social development *planning*" and studies of relevance for regional and national "*planning* institutes" would be deleted from the 1963 text, leaving valid more inclusive concepts of social development research.[4]

The list of topics researched during our evaluation period of 1996–2005 is quite impressive. The most current programme document "*Social Development Research at UNRISD 2005–2009*", prepared in November 2005, lists a total of 25 projects grouped under six programme areas. Even so, UNRISD has an extensive set of activities besides research, which are not mentioned in the original mandate. These "extra-curricular" activities, which meant new roles for UNRISD, are all more or less related to research or can easily be add-ons to research activities for any social research institute.

2.3 The Expanded Role of UNRISD

The record of the 1996 meeting of the Board is interesting and relevant in this context[5]. The then Director, Dr Dharam Ghai, reflected on how the roles and responsibilities of UNRISD had broadened and diversified over the preceding six-seven years. He was addressing himself to the new members of the Board: "While multi-disciplinary research on a wide range of social problems and issues had continued to be at the heart of the Institute's mandate, several other roles had contributed to the growth and importance of the Institute at the international level."

[4] Four of the UN regional economic commissions have small planning units in Dakar, Kuala Lumpur, Beirut and Santiago respectively. The revision also included some changes in the size and composition of the Board and in its functions. There are also some simplifications as to personnel procedures and the provision of office services. UNRISD's proposal has not yet been acted upon by the Secretary-General.

[5] UNRISD: Thirty-fourth session of the Board Geneva, 24–25 June 1996, Record of the Meeting.

- The Institute had come to be viewed as an international forum for dialogue on crucial issues of social development through conferences and workshops with a wide variety of participants;
- UNRISD was now expected to regularly make intellectual contributions to major world events like it did to the Social Summit in Copenhagen in 1995 with its report on the social effects of globalization.
- UNRISD had become a resource for advisory and consultancy services, providing information to other United Nations agencies, non-governmental organizations, and national level bodies.
- UNRISD had helped build research capacity in developing countries by assisting national scholars and institutions in definitions of research methodology, review and evaluation of their work, access to information and to networks with other researchers.

Most of these "extra-curricular" activities were initiated in and grew from the late 1980s under the then Director Dharam Ghai but are since continuing and thriving under the present Director Thandika Mkandawire. These activities seem to be much appreciated and are much in demand by the users of UNRISD's services.

2.4 The Evolution of UNRISD

Although the starting point of our period of evaluation is 1996, we need to take a brief look at UNRISD's evolution through the preceding 33 years, which have left their mark on its timeline. Box 2.1 offers a decade-wise break-up of UNRISD's evolution. In the 1960s, the Institute pioneered empirical work on social indicators. The basic idea of UNRISD and many others later was that a system of social indicators was needed to monitor social development in much the same way as the system of economic indicators was used to monitor economic development. Also, social development always stood second to economic development in terms of public attention and political debate, in part because the social information system was much less developed than the economic information system for monitoring, analyzing and forecasting developments.

The results of this research on social indicators at UNRISD, much like the results of indicator research at the OECD, ECE, UNSO, and many national statistical offices, were improvements in the quality and volume of social statistics but not much progress in social statistics theory and system building. UNRISD continued work on social indicators during the 1970s and well into the 1980s.

Box 2.1 The evolution of UNRISD

The 1960s: Pioneering Social and Human Indicators of Development
- Exploring the Potential and Limits of Planning and Technology
- Measuring Social Development
- Rural Cooperatives and Regional Development

The 1970s: Debating the Social and Political Dynamics of Modernization
- Agricultural Cooperatives
- Food Systems and Society
- Green Revolution
- UN "Unified Approach to Development"

The 1980s: Promoting Holistic and Multidisciplinary Approaches to Social Development
- Measurement and Social Indicators
- Popular Participation
- Refugees, Returnees and Local Society

The 1990s: The Social Effects of Globalization
- Crisis, Adjustment, and Social Change
- Environmentally and Socially Sustainable Development
- Ethnic Conflict and Development
- Integrating Gender into Development Policy
- Political Violence and Social Movements
- Rebuilding War-torn Societies
- Socio-economic Impact of the Production, Trade, and Use of Illicit Drugs

*The 2000s: Taking Global Responsibility for Social Developmen*t
- Civil Society and Social Movements
- Democracy and Human Rights
- Identities, Conflict and Cohesion
- Social Policy and Development, including gender
- Technology and Society

Source: Adapted from UNRISD website

UNRISD gradually widened its area of study and actually left the development of social indicators to other international organizations from about 1985. The reasons were the departure of key research staff and the excessive resource drain of this complex statistical programme on UNRISD's tiny budget. However, lots of studies based on the new statistics documented that economic development was not followed by environmental sustainability or social progress. Nor did growth filter down. Poverty and deprivation persisted. Even the richest countries in the North discovered their "pockets of poverty" or "poverty in the midst of affluence" and that this poverty would not automatically disappear with continued economic growth. Social development meant not just social policy, health and education but also issues relating to inequality, discrimination, social movements and democratic participation in the political process.

The Brundtland commission launched the concept of sustainable development in 1987 as "meeting the needs of current generations without undermining the prospects for future generations to meet theirs". Long before then UNRISD had engaged in pioneering studies of environmental problems with relation to economic and social factors. Sustainable development would be realized only if governments and other actors started addressing the social factors that influence the way people interact with the environment. "Sustainable Development through People's Participation in Resource Management", is a typical

UNRISD project title from that time. Environmental progress did not come automatically with economic progress. Environmental degradation was more often than not a price paid for economic growth by unfettered market forces.

The end of the Cold War did not bring peace. Political and ethnic antagonisms threw countries into an abyss of violence, lawlessness, and hunger, from which state institutions, law and order, infrastructure, production and social services had to be rebuilt. UNRISD became involved with some of the worst conflict spots in the world in the late 1980s and 1990s: for example Cambodia, Angola, Somalia, Mozambique, Guatemala, and Bosnia. By the middle of the 1990s the War-torn Societies programme with projects in Eritrea, Mozambique, Guatemala, and Somalia had become the biggest by far in the UNRISD portfolio.

The evolution of UNRISD suggests that the Institute has shifted its focus and widened its range over the last 40 years. World developments have been mirrored in the changing research agenda of UNRISD.

2.5 Earlier Evaluations

Our terms of reference mandate us to take the 1997 evaluation that covered the period 1991–1996, as our point of departure. We are meant to consider where the organization was ten years ago, the strengths, weaknesses, and challenges identified then and the recommendations made by the evaluation team. Has the organization built on its strengths and addressed shortcomings and weaknesses? Have the recommendations been followed and to what effect? The 1997 evaluation report was not structured in terms of strengths, weaknesses, and challenges, which would have made it easy for us to do the follow-up according to our terms of reference in 2006. Box 2.2 sets out the 1997 report's executive summary of the main findings slightly extended for clarity. Box 2.3 is the executive summary of the team's principal recommendations.

In order to get a longer-term perspective, we start with the 1991 SAREC-sponsored evaluation of the then research programme. The two-person evaluation team spent a total of eight days in Geneva talking to staff members of UNRISD and others. Their report cannot be compared in terms of scope, depth, and academic ambition with the detailed 1997 report prepared by a five-person evaluation team over a much longer period of time. However, it is useful in providing a longer-term perspective to the 1997 report. The 2002 evaluation commissioned by the DFID[6] can be seen as a follow-up, even if partial, of the very thorough 1997 evaluation exercise.

The discussion that follows is about UNRISD in 1997 – its strengths, weaknesses' and challenges – in the judgement of our predecessor evaluation team. In the subsequent chapters, our own evaluation will determine "to what extent the organization built on its strengths, to what extent it has addressed its shortcomings, to what degree recommendations have been followed and what gains have been achieved".

2.6 UNRISD in 1991

Towards the close of a three-year period in 1991, SAREC wanted an evaluation of UNRISD's presumed revitalization since 1988 before extending its support for another three-year period. Its two evaluators, Professors Peter Anyang' and Håkan Hydén, did not stint in their praise. In their report they stated, "We found UNRISD to be an extremely well organized research outfit, staffed with highly qualified, motivated and perceptive researchers. The administrative staff is equally good, supporting the

[6] "United Nations Research Institute for Social Development (UNRISD): Mid-Term Evaluation Commissioned by the UK Department for International Development (DFID)". Naila Kabeer, Cecilia Ugaz, and Rachel Sabates-Wheeler, Institute of Development Studies, University of Sussex did the evaluation.

work of researchers with an infrastructure and a work ethic which could be the envy of many organizations."[7]

The two evaluators briefly presented and discussed each project in the 1991 research programme and declared them to be "more than impressed". "Problems of environmental degradation, problems of the masses denied full and equitable participation in society such as women, victims of natural disasters (but more so social conflicts) such as refugees, the real social dynamics behind the "drug problems", understanding social violence from non-dogmatic perspective, questions of nationality and ethnic conflicts, building new scientific parameters for measuring and evaluating society and its development of underdevelopment, the implications of the historic movements from planned to more market oriented economic models – these and other topics are the concerns of our global village today. "

2.7 UNRISD in 1996: Strengths and Weaknesses?

The period for the 1997 evaluation thus started in 1991 after UNRISD's new Director Dharam Ghai had been in office three years. UNRISD had indeed been reinvigorated under Dr Ghai's directorship. This emerges clearly even from the 1991 evaluation by the two professors. The title of the 1997 evaluation report No State of Disarray is indicative of the tone of the assessment. Even though the assessment is very positive, it is delivered in a more measured and academic manner than the 1991 report, with many nuances and qualifications. Box 2.2 lists its main findings.

In this section, we cull from the report the perceived strengths and weaknesses of UNRISD at the time. The strengths were seen to lie in the Institute's mode of operation, which gave it a research programme of high relevance and research output of high quality and volume. The 1997 team wanted to see more outreach via publications and it wanted the Institute to go beyond producing research results to a role in the policy-making process. It exhorted the Institute to retreat from its ambitions and role in capacity building and urged it to make every effort to preserve its unique autonomy within the UN system.

2.7.1 The three strengths

The 1997 evaluation team identifies UNRISD's strengths only indirectly in that some of its recommendations are based on the common sense principle: "if it ain't broke, don't fix it". These relate to strategic functions in UNRISD, or any research institute, which were well designed and well implemented so that the results were good.

– UNRISD should continue generating research ideas and elaborating research proposals in its current manner (recommendation 3 in Box 2.3)

– Current procedures of scientific quality monitoring and control of UNRISD's output should be maintained. (recommendation 4)

[7] "United Nations Research Institute for Social Development (UNRISD): A Follow Up and an Assessment of the Research Program" by Peter Anyang' Nyong'O and Håkan Hydén. Report dated 1991-11-12.

Box 2.2 Main Findings of the 1997 Evaluation

1. UNRISD's research findings have high societal relevance as distinct from user relevance and scientific relevance in the terminology of the 1997 Nordic team. Societal relevance was described as largely potential. The readers of its reports are a diffuse category in the global public. Little was known of actual use of UNRISD's results by concrete users and even less about resultant utility in cases of actual use.
2. UNRISD has both generated and induced new thinking on social development. The Institute's contributions regarding popular participation in the development process and its analytical perspectives on environmental problems in the interface between social systems and natural ecosystems were singled out by the 1997 evaluation team as particularly significant.
3. UNRISD's research output was found to meet high standards in terms of scientific quality and the in-house professional staff to have "performed admirably" in exercising quality control in interaction with networks in the field. Publication through reputable publishing houses was pointed to as another layer of quality control contributing to high standards.
4. UNRISD has had impact on policy through its special activities at the big world conferences and summits ever since the 1992 Rio Earth Summit, the March 1995 Copenhagen Social Summit, the Beijing World Conference on Women in September 1995, and the Istanbul Conference on Human Settlements in June 1996.
5. UNRISD was judged sustainable as an intellectual milieu as was its mode of operation with networks. UNRISD's mandate would be best served by remaining an autonomous body within the UN system. Absorption into a larger agency would spell disaster and probably cause donors to withdraw support.
6. The perceived fragility of UNRISD as an institution was found closely related to its funding level, the short term nature of its funding and the kind of staff regulations imposed by the UN on organizational units with insecure year by year funding.
7. UNRISD was being run efficiently. The volume of output was found impressive relative to its budget. UNRISD is a cost-effective operation was the overall assessment by the team.
8. UNRISD was found neither well designed nor adequately endowed in terms of staffing and financing to engage systematically and decisively in capacity-building. The Institute has no comparative advantage in this area, concluded the 1997 team.

– As to UNRISD's current mode of operation as a network, continuing along the same lines is recommended. (recommendation 10)

We interpret these three recommendations to mean that UNRISD's strengths in 1997 were (a) its informal method of developing its research programme, (b) its quality control mechanisms, and (c) its ability to work effectively with global networks. Our assessment on these issues comes later.

2.7.2 Weakness of outreach

The 1997 evaluation team had three recommendations concerning publishing and dissemination, implying that UNRISD's outreach was a problem. (1) UNRISD's publication policy should be reviewed and clarified as to the relation between in-house and commercial publications. (2) It should tailor publications to the needs of different categories of readers, particularly attempting to reach policy makers. (3) It should try to co-publish with Third World publishers to implement a two-tiered price structure.

Box 2.3 Principal Recommendations by the 1997 Evaluation

1. The donors and the UN system should take decisive steps to put UNRISD on a more solid financial foundation with core funding secured for multiple years.
2. UNRISD should assert its role in policy formulation beyond producing research results through developing better mechanisms for a structured and improved dialogue with UN agencies, bilaterals and NGOs than is currently the case.
3. UNRISD should continue its current manner of generating research ideas and elaborating research proposals.
4. The current procedures of scientific quality monitoring and control of UNRISD's research output should be maintained in conjunction with commercial publishing houses and professional journals.
5. Liaison with potential users should be improved in order to translate societal relevance into user relevance, which would require additional resources.
6. Co-publishing with Third World publishers should be extended with a view to estab¬lishing a two-tiered pricing structure to make books affordable in poor countries.
7. UNRISD should review and clarify its in-house publication policy in order to determine the relationship between commercial publishing and in-house production. The distribution aspects should be given particular attention.
8. Attempts should be made to differentiate better between various readerships in order to better tailor publications to their respective needs. It is particularly important to design formats suitable for busy decision-makers, e. g. briefing papers.
9. While acknowledging that more resources will be needed to enhance UNRISD's policy impact, renewed efforts should be made to reach policy-makers in international and bilateral agencies, and above all in the NGO community.
10. Having weighed the pros and cons of UNRISD's mode of operation as a network, continuing along the same lines is recommended.
11. UNRISD should remain an autonomous body within the UN system. Absorption into a larger agency is not recommended.

We find that UNRISD has done a lot to try to implement recommendations (2) and (3). An in-house strategy paper was produced in the fall of 1998 that covered those two recommendations as well as its own thinking on the matter. Internet and CD-ROM dissemination formed part of the strategy wherein publishing via Internet free of charge is the main gateway to users.

2.7.3 Science and politics: beyond producing research results

The 1997 evaluation team wanted UNRISD to assume a more political role. Recommendation 2 in Box 3 is that *UNRISD should assert its role in policy formulation beyond producing research results* in structured and improved dialogue with UN agencies, bilaterals and NGOs. Recommendation 5 is that *UNRISD should liaison with potential users in order to translate societal relevance into user relevance.*

We disagree in this regard with the 1997 team. These two recommendations might seem quite innocent but could easily lead to problems for UNRISD with external observers when coupled with its insistence on institutional autonomy. Classical theory (Max Weber and others) asserts that autonomy for science can only be at the cost of science forgoing power. The distinction between scientific and political pursuits must be maintained by UNRISD. Publishing theoretical and empirical research results freely is the right of science, but engaging in policy formulation in liaison with potential customers is not.

2.7.4 The new UNRISD strength

One of the longer chapters of the 1997 report is devoted to UNRISD's presence at major international conferences. However, it does not include any item on this new role of UNRISD in its list of findings or recommendations. Ten years ago, UNRISD had just started to test the relevance of its research program by inserting its research results and policy conclusions in the World Summits arranged by the United Nations. It began on a small scale at the 1992 Earth Summit in Rio de Janeiro and it evolved

into a big activity at the 1995 Social Summit in Copenhagen. It continued in this direction at the World Conference on Gender in Beijing and Habitat II in Istanbul in 1996.

By 1996, UNRISD had developed the competence and the capacity to perform professionally at such events with outputs tailored to the global agendas of the time. This competence could be listed as a new strength of UNRISD at the time. By appearing visibly in various fora and performing well since then, UNRISD has been able to utilize this strength in the period covered by our evaluation. It has been particularly active in the follow-ups of the Copenhagen Social summit, the Fourth World Conference on Women in Beijing, and the Rio Earth Summit.

2.7.5 Capacity building

The 1997 evaluation team felt that UNRISD should not engage in capacity building in social development research in developing countries. According to its report, the Institute was "neither well designed nor adequately endowed" for such a role. However, UNRISD did not pay heed to the team's recommendation. Even today, it envisages a role for itself in capacity development along the same lines. This does not just entail combining research and training like a university department or even giving occasional research training courses. We feel that the 1997 evaluation team was indeed correct in its assertion that emphasizing such a role might invite misunderstandings and unrealistic expectations about a small institution with only eight professional research staff.

At present, however, UNRISD envisages its capacity-building role as one of mobilizing and utilizing research capacity in the developing countries and thereby bolstering capacity for development research in the South. Offering its unique institutional setting at the UN in Geneva to interns in projects and programmes and fellowships (in the future) are natural extensions of research activities contributing to capacity building but also to extension of UNRISD's research capacity.

2.8 The Weakness of UNRISD: Finances

The weakness of UNRISD in 1997 was above all related to funding. The fragility of UNRISD arises from its small size, which is also part of the funding problem.

The 1997 report contained a detailed list of problems in the funding of UNRISD, all framed in rather strong language. The 1997 team assumed that a respectable research institute like UNRISD should have levels and methods of funding that ensure autonomy for its research agenda. This includes freedom to choose topics within its mandate, decide methods of research, and publish its research results. Inadequate funds to recruit and retain top scholars, no job security, and the constant need to canvass donors for project funding undermine the autonomy of the Institute and the integrity of its scholars.

UNRISD in 1996 was very far from the right kind of funding to ensure the research autonomy visualized by the evaluation team. One-half of funding came from annual donations to the Institute, while the other half came from funding for specific projects. Researchers were on six-month contracts, albeit routinely renewable. That such an institute cannot work effectively, cannot publish anything controversial, cannot recruit and retain high-quality staff would be reasonable inferences to draw. And yet UNRISD does all these things in spite of the funding deficit! So said the 1997 team and so say we.

The 1997 evaluation team noted that the UN itself contributed little to the funding of its own research institute. In fact, while the services in kind originally committed in 1963 are still there, the UN has imposed an overhead charge of 7 per cent on all expenditures and a requirement to deposit 15 per cent of all expected expenditures into a reserve or contingency fund.

In 1996, only seven out of almost 200 member countries contributed to UNRISD's core funding on an annual basis. These were Denmark, Finland, Mexico, Netherlands, Norway, Sweden and Switzerland. By 2006, Denmark and Netherlands had dropped out while the United Kingdom had joined the donor group. Of the present donors, only Sweden and the UK give three-year grants.

The 1997 evaluation team made three recommendations:

1. Increase level of funding and the proportion of "core" funding;
2. Increase level of funding with three-year grants and the proportion of multi-year grants;
3. In the longer run, canvass member countries and other donors for contributions to an endowment for funding UNRISD through the income from such an endowment.

The Institute has made some progress on recommendations 1 and 2 but gotten nowhere with recommendation 3. The present financial situation of UNRISD will be presented and analysed in Chapter 8.

2.9 Summary

Founded in 1963, UNRISD has remained a small institution throughout its history; currently it has eight professional staff and a budget of about US $4 million per year.

UNRISD is an autonomous institution within the UN system under the Secretary-General with a governing Board reporting to the UN Commission on Social Development, which in turn reports to the UN Economic and Social Council. UNRISD is at present funded entirely by voluntary contributions of member countries and other donors.

UNRISD's mandate is "to conduct research into problems and policies of social development and relationships between various types of social and economic development during different phases of economic growth …research and studies which are urgent and important to UN Secretariat work on social policy and social development planning and balanced economic and social development", and to regional and national institutes "in the field of economic and/or social development and planning".

UNRISD's research and other activities have been highly appreciated in three previous evaluations done in 1991, 1997, and 2002, which have commended UNRISD research for relevance, quality, and cost-efficiency.

According to the 1997 evaluation, UNRISD has become an international forum for dialogue on crucial issues of social development by arranging international conferences and seminars, and has provided intellectual inputs, based on its own research, to major UN World Summits and other UN events.

UNRISD's strengths in 1997 were seen to lie in its mode of operation, generating research ideas of high relevance and conducting quality research through global networks of international experts. Its methods of dissemination were not effective enough. It was advised to retreat from a role in capacity building and to make every effort to preserve its unique autonomy within the UN system.

UNRISD's weaknesses, the earlier evaluations suggest, mostly sprang from inadequate levels and inappropriate nature of funding.

3. UNRISD 1996–2005: an Overview

3.1 Introduction

In this chapter, we develop an overview of UNRISD's activities during our evaluation period of 1996–2005. The natural focus is on research programmes in UNRISD.

There is a wealth of material on which such an overview can be based. There are the three research plans of UNRISD for the periods 1996-1999, 2000-2004 and 2005-2009; annual progress reports by the Director to the Governing Board of UNRISD; and the rather detailed minutes of the Board's discussions. The Board also reports bi-annually to the UN Commission for Social Development that in turn reports to the UN Economic and Social Council.

For our 10-year evaluation period, the list in the three plans covers no less than 49 projects with a large number of publications as output. These included 69 books by UNRISD, 35 articles by UNRISD staff in professional journals, 57 chapters by UNRISD staff in edited volumes, and some 240 in-house papers, reports and newsletters. Our purpose here is to consider the content of UNRISD research and to see how it changed over the period under review. The titles of programmes and projects have changed over time, making it difficult to provide an overview.[8]

We can draw an important conclusion on research content from Table 3.1: UNRISD's total output in the past ten years covers a wide range of topics concerned with current issues and problems in development. UNRISD output is substantial in all of the broad programme areas. However, the table does not allow any precise conclusions on programme priorities or on differences in productivity. Programme areas are rather fluid and have been in operation with varying intensity and resources over the ten years. Almost all UNRISD professionals have been active in more than one programme.

*Table 3.1. UNRISD publications 1996–2005 by broad program areas and type of publication**

Programme areas	UNRISD books	Papers in refereed books and journals	In-house pa-pers, reports, newslet-ters
Social policy and development	11	19	29
Identities, conflicts, and cohesion	17	2	22
Civil society and social movements	8	16	27
Gender and development	9	23	53
Sustainable development	12	12	12
Globalization, democracy, and governance	6	26	66
Technology, business, and society	6	12	35
Totals	**69**	**110**	**244**

***** For a complete list see Annex V.

Programme priorities could be studied empirically by analysis of expenditure data but expenditure data are not distributed according to projects and programmes. Priorities are revealed only in the programme statements and the Director's reports to the Board, in particular when UNRISD developed and adopted the research programme for 2000–2004 under the new Director.

[8] To get a structure we asked UNRISD to provide a list of all the printed outputs grouped under summary research themes. The "best" classification for 1996-2005 is under the seven programme areas in Table 1.

3.2 Continuity of Research Programmes 1996–2005

We start with an overview of UNRISD research activities for 1996–1999 done in October 1997 by the then Director Dharam Ghai. He grouped projects into (a) new programmes 1997–1999, (b) continuing research programmes and (c) recent projects soon to be completed (see Box 3.1). Arrows show whether the programme continued in 2000-2004 and into the third period 2005–2009 or ended in the first period.

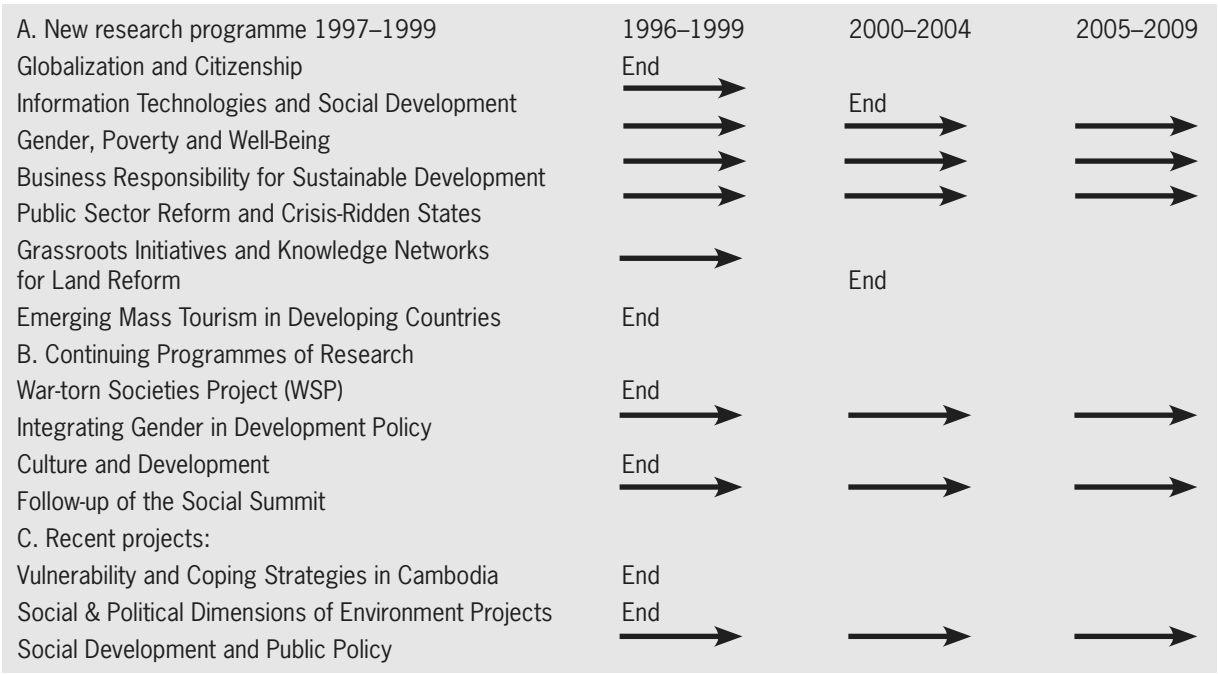
Three of the seven new programmes continued for the whole of our evaluation period. *Gender, Poverty and Well-being* in the first period evolved into *Gender and Development* in the third period. In the middle period it was under the umbrella of *Social Policy and Development*, the flagship programme of the Institute in 2000–2004. Initially it struggled without much success to get gender onto the macroeconomic policy agenda, which entailed wrestling with fundamental theoretical and empirical issues. The emphasis on mainstreaming gender in all UNRISD research prevented it from being an independent programme. In the meantime, it became very productive, engaging leading gender social scientists and feminist economists in research within a social policy framework and with a political economy approach.

Social Development and Public Policy was a small concrete project in the 1996–1999 period. It looked at countries that performed better in terms of social development than their level of economic development would lead one to expect. In the later periods *Social Policy and Development* was made the flagship programme of UNRISD, inspired by the original 1963 formulation of UNRISD's mandate. The main problem initially formulated for the project was: "How can social policies be used to enhance social capabilities for economic development, without eroding the intrinsic value of the social ends that social policies claim to address?"

In the first period *Business Responsibility for Sustainable Development* with a focus on the environmental aspects of sustainability was part of UNRISD's successful environmental research programme. The research on corporate social responsibility continued into the second period but with a social policy perspective in line with the general reorientation of the UNRISD programme under its new director. The title of the programme changed to *Trans-national Corporations and Social Responsibility* in the 2000–2004 period and to *Business and Poverty Reduction* in 2005 and beyond, thus "mainstreaming" social policy concerns. In all three periods the concern is with whether and how various voluntary approaches to good practices by corporations work.

*Follow-up of the Social Summi*t is shown as continuous in Box 3.1. This is just one of a series of activities, which started with UNRISD's involving itself in the Rio Earth Summit. It continued in the Beijing *Fourth World Conference on Women* and the Istanbul Habitat II Conference and later the UN *Second World Conference on Ageing.* UNRISD has continued to make contributions to such UN events by summarizing and synthesizing its research as in *States of Disarray or Visible Hands* as also by producing new research. Its involvement with the UN agenda continued with follow-ups of several of these events.

Box 3.1 Social Development Projects 1996–2009



3.3 A more Integrated Programme

Projects and programmes end for a variety of reasons. Of the programmes and projects listed in the Dharam Ghai overview, some ended for rather natural, if not, trivial reasons. The three Cambodia projects reached completion. The Culture and Development project taken up in partnership with UNESCO likewise came to an end. Two international conferences were held on Globalization and Citizenship but the project did not take off as a research programme and was terminated when funding was not forthcoming. The IT-project met a similar fate in spite of a successful pilot.

More importantly, UNRISD under its new Director wanted to effect a major reorientation in the research programme. The goal was to develop a more integrated research programme with a new focus on social policy. Integration and consistency were meant to capture the synergies between the different programmes. And such a programme could be made more directly relevant to UNRISD's original mandate. To make room for something new, something old had to go. In fact, the two largest programmes in the 1996–1999 portfolio were discontinued, effecting a major change of priorities in the research programme of UNRISD.

3.3.1 The WSP project

By 1996, the War-torn Societies' Project (WSP), started in 1994, had expanded to become by far the largest UNRISD programme, running in four countries – Eritrea, Mozambique, Guatemala, and Somalia – with plans to encompass several other countries. It was working with non-traditional methods of so-called "action research" aimed at exploring innovative approaches to rebuilding war-torn societies. The projects had reasonable success in providing bitterly contending parties fresh from the battlefield a forum for discussing strategic rebuilding issues.

This programme was much discussed in the UNRISD Board meetings. It was too big for UNRISD, threatening the internal balance between programmes. Some Board members had clear methodological reservations about the action research concept. It was argued that the WSP was mostly "action" and little "research". The WSP was terminated as a UNRISD project in 1998 after arrangements had been made for it to continue as an NGO. UNRISD's engagement with research on peace and conflict, where it was a pioneer, continued in the programme on Identities, Conflict and Cohesion.

3.3.2 UNRISD environment research

By the late 1990s, UNRISD had conducted 13 research projects over 15 years in the field of environment and sustainable development. These projects examined the social and environmental dimensions of deforestation, desertification, fisheries and water management, shrimp aquaculture, protected areas, grassroots action, sustainable tourism, population and gender dynamics, and corporate responsibility.

These 15 years of UNRISD research were summarized in *People, Power and the Environment,* prepared for the 2002 *World Summit on Sustainable Development* in Johannesburg. Over time, this programme had engaged more than 100 authors to produce 27 books and 43 papers and reports, based on research in 40 developing countries. The specific contribution of UNRISD, according to the summary, was to "bring needs back" into the debate on sustainable development. Many actors had chosen to equate "sustainable development" with "environmental protection" alone.

Even if one recognized the importance of UNRISD's contribution to environment research, its mandate was social research. It was time for UNRISD to develop a new focus on social policy congruent with its mandate. This decision to accept a new vision of UNRISD was taken after a long consultation process, starting in-house among the professional staff, then taken to the Board for discussion, after consultation with experts in the UN agencies and university scholars, specially in the South. The consultation process is described and analysed in Chapter 7 of this report.

3.4 Research Plans and Achievements 2000–2004

In the new programme, UNRISD 2000 +, A Vision for the Future of the Institute, five broad programme areas were established: Social Policy and Development, Democracy and Human Rights, Identities, Conflict and Cohesion, Civil Society and Social Movements and Technology and Society.

In the following we present the programmes as planned and adopted in 2000. We attempt to characterize the output in a simple way – with the titles of some of the books and papers published from each programme. We also summarize the continued plans for each programme in the current 2005–2009 period to understand the direction in which the programme is heading (see Box 3.3 for an outline). We end this chapter with some conclusions.

3.4.1 Social policy and development

Social policy is broadly defined as state policies, practices, and institutions that directly influence the welfare and security of various population groups within a particular society. Social policy can be embedded in economic policy, for instance, if it aims at full employment. UNRISD includes in social policy direct government provision through broad-based public services and subsidies. Incomes policy and social security systems are also included.

The programme makes a distinction between universalistic social policies, which cover the whole population with national social insurance, free or subsidized education, and health services, on the one hand, and a system of welfare provision that is targeted at the poor, is decentralized, involves NGOs or the private sector, and has the state in a regulatory, purchasing, and residual provider role only

The core of the research is the analysis of social policy in a development context, and specifically how social policy and social and political institutions have been or can be designed to promote economic development and democracy. Characteristic titles of books published under this programme are: *Transforming the Developmental Welfare State in East Asia, Social Policy in the Middle East: Economic, Political and Gender Dynamics, Social Policy and Economic Development in the Nordic Countries, and Welfare States in Transition: National Adaptations in Global Economies.*

Box 3.2: UNRISD 2000 + A Vision for the future of UNRISD

Social Policy and Development
Social policy in a development context
Economic crisis and institutional reform
Gender, poverty and well-being
Democracy and Human Rights
Technocratic policy making and democratization
Public sector reform and crisis-ridden states
Devolving power to the local level: Case studies of decentralization
Mainstreaming human rights
Identities, Conflict and Cohesion
Conflicting identities of marginalized youths
Pluralism and citizenship
Civil Society and Social Movements
Case studies in the construction of civil societies
Evaluating donor initiatives
Comparative study of illustrative social movements
Local self-organization
Technology and Society
Information technologies and social development
Biotechnology and genetic engineering
Transnational corporations and social responsibility

Research under this programme is comparative, revealing the very different designs of social policies in different countries and regions. More specific projects within the programme have dealt with policies for old age, commercialization of health care and responses to HIV/AIDS. Gender research was planned as an important part of the social policy programme in the 2000–2004 period but is presented as a separate programme in the current 2005–2009 period.

In the social policy programme for 2005–2009, institutions for social policy and poverty eradication will be examined. Themes for continued research will be (a) the effectiveness of such institutions under different types of policy regimes, (b) the synergies between economic and social policies, (c) the importance of the administrative and regulatory capacity of the state, and (d) the financing of social policy.

3.4.2 Democracy and human rights

Democracy and good governance are promoted as important prerequisites for both economic and social development. One central concern in this programme is the tension between technocratic decision-making in economic policy and civic pressure for democratization. How can stable macroeconomic governance be implemented under the requirements of (new) democracy? Is devolving power to the local level part of a solution for developing countries in serious crises of state capacity? Will the "new public management reforms" improve the performance of the public sector in weak states? Can human rights be mainstreamed? Characteristic titles of the books published and research papers written under this programme are: *Chile: The Great Transformation, Ghana's Adjustment Experience: The Paradox of Reform, "New Directions in State Reform:* Implications for Civil Society in Africa", "Crises Management and the Making of 'Choiceless Democracies' in Africa", and "Strategic Policy Failure and Governance in Sierra Leone".

This programme has no less than five books in press in 2006, falling outside our evaluation period. One is on *Ethnic Inequalities and Public Sector Governance;* another is on *Public Sector Reform in Developing Countries: Capacity Challenges to Improve Services.* The comparative approach makes them more general than country studies.

For the current 2005–2009 period, UNRISD research in this programme area seeks to understand the conditions under which democratic regimes can improve the living conditions of their citizens. Organized groups, such as trade unions and political parties, played a critical role in the growth of social policies under industrialization. Many developing countries are still largely rural with subsistence agriculture as the primary source of livelihood and widespread poverty. In the global partnership for development, recipient governments are expected to be the prime movers of poverty-reduction strategies.

Questions for continued research in this programme are: How does the politics of poverty reduction play out in countries where 25 to 50 per cent of the population is classified as poor and a majority of the rest lives in meagre circumstances? Will democracy work better in service delivery of health, education, sanitation, water and waste management if power is decentralized? And does social policy have a role to play in the consolidation of democracy?

3.4.3 Identities, conflict and cohesion

Every person has a range of identities that provide a sense of belonging and security. Identities based on race, a common language, religion, or cultural history, have sparked bloody conflicts in the past as well as in recent years. Ethnic, religious or racial conflicts result when such identities displace all other loyalties. UNRISD was involved in the study of several such conflicts in the 1995-99 period apart from the WSP project. It conducted research in Cambodia, Eritrea, Lebanon, Sri Lanka, Chad, and the former Soviet Union countries as illustrated in some of its book titles: I*n Search of Cool Ground: War, Flight and Homecoming in Northeast Africa, Cambodia reborn? The Transition to Democracy and Development, Le conflit libanais: Communautés religieuses, classes sociales et identité nationale, The UN and Complex Emergencies: Rehabilitation in Third World Transitions, and Ethnicity, Nationalism and Conflict in and after the Soviet Union: The Mind Aflame.*

The 2000–2004 programme listed only two projects, one on Conflicting Identities of Marginalized Groups and another on Pluralism and Citizenship. There seems to be little out put from these two projects but the programme continued with lots of analysis of different types of ethnic and racial conflicts also in developed countries.

One book on *Racism and Public Policy* was published in 2005 and there is a long list of in-house papers. Characteristic titles of the research papers are: "Exclusionary Populism in Western Europe in the 1990s and Beyond: A Threat to Democracy and Civil Rights?", "Inequality and Conflict: A Review of an Age-Old Concern", "The Historical Construction of Race and Citizenship in the United States", "Migrant Workers and Xenophobia in the Middle East", and "The Politics of Land Distribution and Race Relations in Southern Africa".

In the current 2005–2009 programme period, the Institute wants to promote work on how processes of development, social change, and public policies shape identities, inequalities, social marginality, and conflicts. Research themes include (a) the processes through which identity transformations occur, (b) the resurgence of religious movements and the relationships with socioeconomic change and conflict, (c) conflicts between cultural rights and universal human rights, (d) indigenous people's rights, (e) ethnic minorities in control of key economic sectors, and (f) social policies to bridge "horizontal" inequalities to prevent conflicts.

3.4.4 Civil society and social movements

The roots of this programme go back a long way in the history of UNRISD. Even in its first decade of research UNRISD conducted a project on Rural Co-operatives and Regional Development. In many developing countries there are movements for land reform and land titles in rural areas, public service provision in low-income urban areas, and for women's rights, human rights and labour standards. Together such popular movements constitute civil society.

Civil society is seen both as a means and an end of development in current international thinking. Many donors prefer to send aid to poor countries to such non-governmental civil society organizations rather than to governments, often seen as authoritarian and corrupt. Some agencies even engage in the construction of civil society in countries in transition from authoritarian regimes or in war-torn societies. In this programme UNRISD is asking who champions the emergence of "civil society" and what do they hope to attain? To what extent can external agents engineer the development of a "strong civil society"? Does external engagement in this process distort local processes by introducing imported agendas?

Concerns of rural populations figure prominently in this research programme and among these concerns the land question is very important in many countries. Characteristic titles of books and papers produced under this programme are: *Civil Society and the Market Question, Whose Land? Civil Society Perspectives on Land Reform and Rural Poverty Reduction. Regional experiences from Africa, Asia and Latin America, Land Reform and Peasant Livelihoods: The Social Dynamics of Rural Poverty and Agrarian Reforms in Developing Countries, and "Prospects for Civil Society-driven Land Reform in Developing Countries".*

Box 3.3. Social Development Research 2005–2009

Social Policy and Development
Institutions for social policy and poverty eradication
Financing social policy
Global social policy
Migration and social welfare

Democracy, Governance and Well-Being
Organized groups and welfare development
Politics of poverty reduction
Decentralization and service provision
Social policy and transitions to democracy
Markets, Business and Regulation
Privatization and commercialization of public services
Institutional dimensions of business regulation
Activism, corporate globalization and policy responses
Business and poverty reduction

Civil Society and Social Movements
Transnational activism
Civil society engagement with the policy process
"Uncivil" movements
Old and new movements in comparative perspective
Social movements and inequality

Identities, Conflicts and Cohesion
Migration, generational change and segregation
Religious identity, socioeconomic change and conflict
Indigeneity, minorities and rights
Policy responses to horizontal inequalities

Gender and Development
Political and social economy of care
Decentralization and gender equality
Gender dimensions of judicial reforms
Religious-based politics and gender equality

Topics for continued research include Trans-national activism and civil society engagement with mainstream policy-making processes. It is necessary to take into account the multiplicity of social movements, including the existence of "uncivil" movements. The similarities and differences between "old" (labour unions, peasant, civil rights) and "new" social movements (environmental, consumer, human rights) can be analysed in comparative studies. These topics imply a more abstract research orientation in the current programme than the focus on concrete rural concerns in the previous period(s).

3.4.5 Technology, Business and Society

The project on "Information Technologies and Social Development" had started in the 1995–1999 period. It was designed to obtain answers to the usual political economy questions about who gains and who loses? There was some scepticism about the general hype at the time regarding IT's benefits for developing countries. A big pilot project was successfully carried out in Senegal but UNRISD did not get the funding for the pilot to be replicated as a model project in other countries. Two UNRISD books were published under this programme: *Le Sénégal à l'heure de l'information: Technologies et Société; and Communicating in the Information Society.*

The Corporate Social Responsibility project moved onto controversial ground in the same period. The first stage was concerned with business responsibility for sustainable development in environmental terms. Researchers at UNRISD soon found themselves deeply involved in debate with representatives of big corporations as well as with various environmental organizations. UNRISD research has generally produced results that are sceptical about how far voluntary schemes can go with policies and practices involving codes of conduct, environmental management systems, stakeholder dialogues, community investment and philanthropy as well as with reporting, auditing and certification of products as environmentally safe and ethically acceptable. Titles of some books and articles in journals are illustrative: *Development at Risk: Rethinking UN-Business Partnerships; The Greening of Business in Developing Countries: Rhetoric, Reality and Prospects;* "Can Stakeholders do the trick? Some Pros and Cons of Multi-stakeholder Initiatives"; "The Potential and Limits of Corporate Social and Environmental Responsibility"; and "UN-Business Partnerships: Whose Agenda Counts?"

In the current programme period of 2005–2009, the themes selected for research are (a) Privatization and commercialization of public services, (b) Institutional dimensions of business regulation, (c) Activism, corporate globalization and policy responses, and (d) Business and poverty reduction.

3.4.6 Gender and development

UNRISD started its gender research programme in 1992. Its first big manifestation was at the 1995 Fourth World Conference on Women in Beijing, which was used as a platform for discussion and dissemination of its work. The 1997 evaluation team praised the initial work and proclaimed "UNRISD is on an excellent track in gender research".

For the 10th anniversary of the Beijing conference, UNRISD published an outstanding report on *Gender Equality – Striving for Justice in an Unequal World*. The report is a comprehensive summary and overview of UNRISD and international research on gender as listed in a 31-page bibliography. It has four sections, each with two to four chapters

The first section is on *Macroeconomics, well-being and gender equality*, with chapters on "Liberalization and deregulation: The route to gender equality?", "Liberalization, labour markets and women's gains: A mixed picture", and "Consolidating women's gains: The need for a broader policy agenda".

The second section is on *Women, work and social policy,* with chapters on "The feminization and informalization of labour", "The changing terms of rural living", "Cross-border migration of workers", and "The search for a new social policy agenda".

The third section is on *Women in politics and public life*, with chapters on "Women in public office: A rising tide", "Women mobilizing to reshape democracy", "Gender and "good governance", and finally "Decentralization and gender equality".

The fourth and final section is on *Gender, armed conflict and the search for peace*. It contains a chapter on "The impacts of conflict on women" with chilling statistics on women as direct victims of war, widowhood, targeted sexual assault, forced marriage, and sexual slavery and other sex-related vulnerabilities (HIV infection). The following chapter documents the problems to tackle after the conflict, such as the continuation of violence and sexual assault, the reduction of "space" and life choices for women, the seeking of justice for war rape and sexual violence, and post-war truth and reconciliation processes.

Much of this report is based on 63 background papers produced or commissioned by UNRISD that are available for further reading. This report constitutes, in our opinion, the crowning achievement of UNRISD gender research.

Before this Beijing + 10 report, the gender programme produced five commercially published books, which further illustrate the direction of the programme: *Gendered Poverty and Well-Being, Gender Justice, Development and Rights, Agrarian Change, Gender and Land Rights, Global Prescriptions: Gendering Health and Human Rights, and Globalization, Export-Oriented Employment and Social Policy: Gendered Connections.*

A sixth commercially published book has come out in 2006, entitled Gender and Social Policy in a Global Context: Uncovering the Gendered Structure.

In the current programme period, UNRISD will pursue four themes: (1) Political and Social Economy of Care, (2) Decentralization and Gender Equality, (3) Gender Dimensions of Judicial Reforms, and (4) Religion-based Politics and Gender Equality.

3.5 Some Observations

UNRISD management has brought about a major reorientation of its research programme in our evaluation period of 1996–2005. Two big programmes were discontinued to make room for research on broadly related social policy concerns. Conceiving of the new orientation, engineering consensus among all concerned, and then bringing about the changes involved in such a big reorientation is a commendable feat performed by UNRISD's management.

The reorientation basically meant that research on social policy became a kind of master programme with social policy concerns "mainstreamed" into the other programmes. By also discontinuing the environmental programme – somewhat peripheral to UNRISD's mandate – and the War-Torn-Societies programme – its "action-research" approach somewhat alien to standard social science methodology – the total research programme became more integrated, enabling the capture of synergies between programmes.

The reorientation did not spell complete change. Most current programmes have their roots in the Dharam Ghai period – some even further back – and most of the professional staffs were recruited in that period. There is marked continuity, making for accumulation of experience and competence of staff in the chosen research areas.

In our view, UNRISD has combined continuity with change in the right mix, which is always easier said than done. There is learning from experience. And there is building of capabilities over time. The process of change in UNRISD has recognized the importance of learning over time and integrating it into the new programme.

The reorientation was not completed with the adoption of the "Visions" programme for 2000–2004. Much of the integration and the "mainstreaming" of social policy concerns into the six programme areas come in the 2005–2009 programme.

4. Quality

Qualitative assessments are always difficult. And there are specific problems associated with an evaluation of research, in terms of quality, over a period of time. Judgements are, to some extent, subjective. Measures are, at best, ordinal. Perceptions and expectations of readers also exercise an influence. The problem is compounded in evaluations that cover a wide spectrum of research activities over a period as long as a decade. The quality of research may be uneven across projects and over time. Some may be excellent. Some may be competent. Some may be pedestrian. It is, then, difficult to assign weights for an overall, or summary, assessment. What is more, UNRISD is neither a university department nor a research institution in academia. It has a multi-disciplinary work programme with an emphasis on applied research, which can only add to the complexity of our task. In spite of these difficulties, however, we have attempted an evaluation of the quality of UNRISD research, in the spirit of any process of peer review. Generalizations are difficult. Qualifications are important. Nuances also matter. Even so, assessments are necessary.

This chapter is structured as follows. First, it outlines our approach to, and method of, evaluation. Second, it provides a bibliometric analysis of available, quantifiable, evidence for a qualitative assessment of performance. Third, it sets out our evaluation of the quality of research at UNRISD. In doing so, it begins with an overall assessment. To follow, it highlights the strengths and the weaknesses. It goes on to draw some conclusions about UNRISD's comparative advantage in research.

4.1 Approach and Method

Rigorous peer reviews of research institutions require resources and consume time. We recognized the resource and time constraints. This shaped our approach to, and method of, evaluation.

Selected UNRISD publications – anthologies, monographs, and articles – were read by members of the evaluation team themselves. In addition, selected books and selected papers published by UNRISD, different from those that were read by members of the team, were sent to eminent scholars with expertise in the concerned domains for an evaluation, which was provided in the form of written referees' reports. The limit on the time available to us meant that such reading could not be exhaustive. Therefore, we also studied all the available reviews of UNRISD books published in professional journals during the period under review as listed in Annex VI. The published reviews have been put together in a file that is available upon request from UNRISD. The aforesaid reading, evaluation, and study were an essential part of our process of peer review.

This qualitative assessment was combined with quantitative analysis of available evidence. We recognized that there is a process of peer review before publication that also assesses quality. For one, manuscripts of anthologies or monographs submitted to commercial publishers are, as a rule, read by referees and, if necessary, revised before acceptance and publication. For another, papers submitted to professional journals are, almost always, subjected to rigorous academic scrutiny through referees. Therefore, we put together evidence on the number of books with the imprimatur of commercial publishers that were published by UNRISD and the number of articles in professional journals that were published by UNRISD staff during the period under review. We also carried out a bibliometric analysis on the frequency of publication and the frequency of citation. In addition, we examined the nature of the refereeing process as a quality control mechanism for in-house publications.

Discussions and consultations with academia, the UN system, civil society organizations, and policy makers during the course of our evaluation also provided a significant input in our process of peer review. We consulted academics across disciplines in the social sciences and in different parts of the

world to obtain their assessment of the quality of UNRISD research. We discussed the work of UNRISD with concerned persons in the UN system, as also representatives of civil society organizations, to obtain their assessment of the quality of UNRISD research. In addition, we had some conversations with the policy makers on the subject.

4.2 Bibliometric Analysis

This section presents the available evidence on UNRISD publications during the period under review. It sets out a bibliometric analysis based upon this evidence and the standard sources. In doing so, it makes a distinction between in-house publications and publications of anthologies through commercial publishers or articles in academic journals.

The number and range of UNRISD publications during the period under review are impressive. Over the decade, 1996 – 2005, UNRISD has more than 320 publications, from UNRISD staff and external collaborators taken together. The complete list of publications is provided in Annex V. Of these, 69 were books, anthologies or monographs, 57 were chapters contributed to books, 35 were articles published by UNRISD staff in academic journals, 194 were in-house publications in the form of peer-reviewed papers, and 73 were dissemination briefs or newsletters (see Table 4.1). There is, over time, a cycle in UNRISD publications output, which is a function of the start-to-completion cycle in ongoing programmes and projects. The mid-1990s, as also the mid-2000s, witnessed a peak in publications, as programmes that began life five years earlier came to a conclusion from the initial stage of conception to the final stage of publication (see Figure 4.1).

Figure 4.1 Number of UNRISD publications 1996–2005.

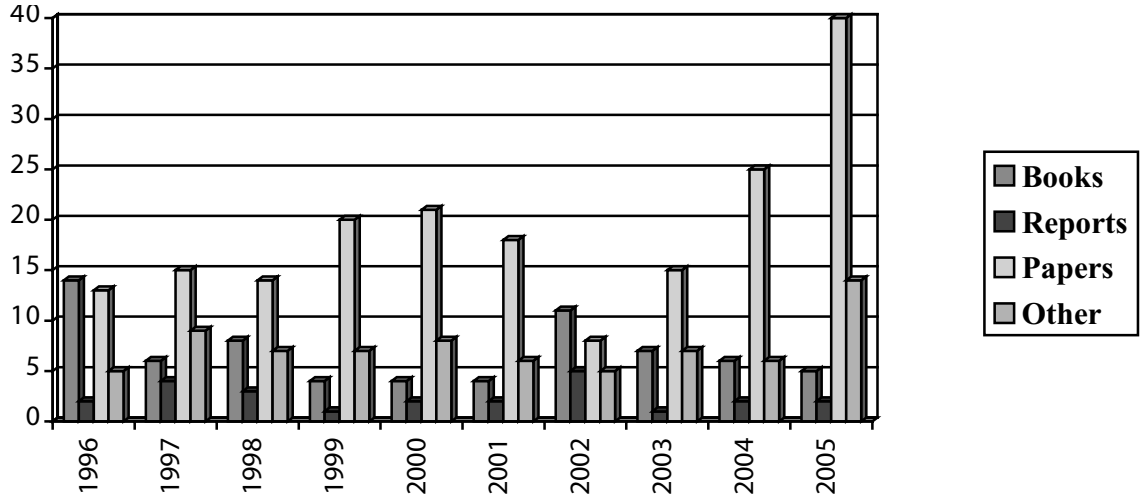


Table 4.1 UNRISD publications, classified by programmes: 1996–2005

	Books				Papers		
Programme areas	**External publisher**	**Co-published with other**	**In-house books**	**Total books**	**Chap-ters in books**	**Journal articles**	**UNRISD in-house papers***
Social Policy and Development	11	0	0	11	11	6	26
Identities, Conflicts and Cohesion	14	0	3	17	1	1	17
Civil Society and Social Movements	6	2	0	8	5	4	26
Gender and Development	7	1	1	9	11	10	43
Sustainable Development	9	3	0	12	10	1	11
Globalization, Democracy & Governance	3	2	1	6	14	10	47
Technology, Business & Society	3	2	1	6	5	3	24
Total	**53**	**10**	**6**	**69**	**57**	**35**	**194**

* In-house publication of papers, available on the website (www.unrisd.org)

4.2.1 External Publications

Over the years, UNRISD has published books with a wide range of partners. Some volumes have been published together with international organisations inside the UN system (for example UNICEF, UNDP and UNCTAD) as well as outside the UN system.[9] In recent years, UNRISD has worked with a smaller number of well-established academic publishers like Palgrave-Macmillan and Routledge. This includes series of books within several of UNRISD flagship-programmes such as *Social Policy and Development and Gender and Development as well as the programme on Democracy, Governance and Human Rights.*[10] Therefore, commercial academic publishers now publish a very large proportion of UNRISD books. This is good because it means an independent peer review before publication. However, the proportion of publications in the form of articles in academic journals could have been higher. It is also worth noting that the proportion of publications in the form of special issues of academic journals was low. UNRISD may, therefore, consider attaching a higher priority to publication in academic journals where the process of peer review is rigorous.

4.2.2 In-house Publications

UNRISD developed a new strategy for in-house publications. Each programme was to have its own thematic series, which replaced the earlier general category of Discussion Papers. The idea was to better reflect the ongoing research within UNRISD. Thereby it sought to facilitate dissemination to specific audiences and especially to strengthen the ties with academic target groups.

We have examined the mechanisms for quality control of in-house publications. There is a refereeing process before publication on which information was compiled. It is established practice to evaluate manuscripts prior to publication. Internal or external readers referee all submissions. Available data show that of the 159 papers surveyed, with readers' reports on file,[11] there were 233 reports from referees on record. A majority of these came from internal referees (133 reports). In recent years, the proportion of external referees has increased. So has the proportion of in-house work subjected to this process.

[9] Outside publishing partners include: Sida= Swedish International Development Agency), NGLS (=UN-Non-Governmental Liaison Service), INTRAC (International NGO Training and Research Centre) and IUED (=Institut Univesitaire d'Etudes du Developpement)

[10] Recently a new contract has been signed with Routledge, which consists of a series of six books within the Gender and Development programme.

[11] Some information on file for papers is missing or incomplete, especially data from 1996–1999. United Nations record-keeping policy permits files of this nature to be removed one year after completion. In later years UNRISD has adopted a system to keep track of these statistics.

The criteria are whether:

- the manuscript has achieved its stated objectives,
- the arguments are stated clearly and supported by evidence,
- there are gaps or omissions that need to be addressed, and
- the manuscript will make a contribution, in terms of theory, analysis or empirical data to the existing literature on the subject.

Based on these criteria, referees formulate their recommendations. It is then the research coordinator's task to communicate these comments to authors and thereafter to give final approval of the manuscript for publication. Of the 159 papers, 24 were accepted as submitted without revision, 92 were accepted after revision, while 43 were rejected. One out of six papers was recommended for publication without revision. At the other end, one out of four papers was recommended for rejection. More than half the papers were accepted for publication after revision. Most manuscripts recommended for rejection have not been published. In sum, the in-house quality control mechanism is reasonably good and has improved over time. UNRISD should continue to strive in this sphere. For, in the world of research, there is always room for doing better through more rigorous mechanisms for quality control.

4.2.3 Reviews of UNRISD's publications

UNRISD compiled 52 reviews of its publications in professional journals. In addition, our team commissioned 13 eminent scholars to review a selection of UNRISD publications. We analyzed both sets of reviews and classified these into positive, mixed or negative in their evaluation of the quality of research. The results reported in Table 4.2 are only illustrative. The selected books and papers reviewed may not be representative samples of all UNRISD publications. Reviewers can also be subjective in their evaluations. Hence, the classification is, to some extent, subjective. A large Proportion and number

Table 4.2 Reviewers evaluation of quality of a selection of UNRISD's publications 1996–2005.

Programme areas	Positive	Mixed	Negative	Total
Social Policy and Development	2		1	3
Gender and Development	9	1	1	11
Identities, Conflicts and Cohesion	5	2	1	8
Globalization, Democracy & Governance	5			5
Civil Society and Social Movements	2		1	3
Sustainable Development	12	3	1	16
Technology, Business & Society	3	2	1	6
Total reviews in academic journals	**38**	**8**	**6**	**52**
Anonymous reviews by eminent scholars	8	2	3	13

of reviews were positive. Even those classified as "mixed" were not very negative, but were certainly critical in evaluation. As might be expected, reviews from anonymous referees were somewhat more critical than those published in journals. A few were negative on quality, mostly when the reviewer thought that opinions were stronger than arguments.

4.2.4 Bibliometric indicators

It needs to be said that bibliometric information is important but cannot be a substitute for quality assessment, which has also been carried out by us. Bibliometric analysis is about (a) frequency of publication and (b) frequency of citation. We are aware of its limitations but still find it worthwhile. Bibliometric approaches work well in natural and life sciences but are less effective in social and behavioural sciences. These methods have more limitations in the sphere of multidisciplinary research.

The evidence on the frequency of publication is clear. During the period under review, UNRISD published 6.9 books per annum, 3.5 articles per annum in academic journals, 1.0 article per annum in other journals, and 5.7 chapters per annum in edited books. It is worth noting that the books were mostly anthologies in which most of the contributors, even editors, were outsiders but UNRISD staff were always the coordinators, sometimes the editors and often among the authors. The articles in journals and chapters in books refer to the output of UNRISD staff alone. The publications of consultants are not included.

During the period 1996-2005, the average number of professional staff at UNRISD was 7.1 per annum: some were there throughout, while there were replacements for those who retired or left. Therefore, on an average, UNRISD professional staff per person published one article in journals every 2.03 years and one paper in a book every 1.25 years or, turning the index around, 0.5 articles in journals and 0.8 papers in books per year. Over the evaluation period, an improvement is discernible: publications rates during the period 2001–2005 were higher than in the period 1996–2000.

Two sources of bibliometric data have been used. First, the evaluation team engaged an expert[12] in bibliometric analysis for an independent survey. This analysis traced UNRISD-researchers' publications in the Web of Science Internet online database for the period 1998–2005. Second, UNRISD itself did a search on UNRISD publications and their citations for the period 1996–2005. These two sources could therefore be used as complementary data and together provide an overall picture of the profile of output. Research output is defined as the number of articles covered by the Web of Science in the 9,000 journals that are indexed.[13]

The first bibliometric analysis of UNRISD staff covered the seven current researchers. Overall, the results seem to show that they have a low level of activity in international scientific journals. Only eight articles could be identified as output from UNRISD. These eight articles are cited a total of 15 times. UNRISD's list of 45 articles in journals (Annex V) includes 35 articles in academic journals, while the rest were in other journals. Only eight of the 35 journals on UNRISD's list are included in the Web of Science database (See Annex VII).

In addition, it is possible to use the Web of Science for an analysis of how visible UNRISD research is in international scientific journals. For this, each of the UNRISD staff was searched in the Web of Science cited references page. The evidence on the frequency of citation (see Table 4.2) should be interpreted keeping in mind the limitations mentioned earlier. It is worth noting that UNRISD as an institution has had 18 citations. Three of the UNRISD staff members had more than two citations per year during the period 1998–2005.

It is worth noting that at least 13 of the academic journals not listed in the Web of Science seem to specialize in development research as indicated by their names or other information on their Internet sites. Visibility of UNRISD researchers as indicated by number of citations by colleagues in development research could then be underestimated.

UNRISD needs to review its practices with respect to publishing in academic journals. Visibility in academia is best achieved by articles published in, refereed, professional social science journals, including the established journals specializing in research on development. Its new dissemination strategy should consider the possibilities of publishing papers in academic journals, or collections as special issues of academic journals, in relation to publications mostly in the form of edited books

The second bibliometric approach, searching for UNRISD-publications on the Web of Science, located 327 bibliographic citations for the entire period between 1996 and 2005. These citations were distributed

[12] Dr. Ulf Sandström, Linköping University, Sweden and formerly at The Swedish Research Council

[13] The following publication types are considered as articles: normal articles (including proceedings papers published in journals), notes, letters and reviews, but not meeting abstracts, obituaries, corrections, editorials, etc.

among nearly one hundred UNRISD publications, which come to an average of 3.3 citations per publication.

Table 4.2 Citations of UNRISD researchers and of UNRISD books in the Web of Science.

UNRISD staff as authors	Number of citations	The most cited UNRISD books,including authors from outside UNRISD citations	Number of citations
Mkandawire, T.	59	Ecology and Equity	60
Utting, P.	24	Some Ecological and Social Implications of	
UNRISD	18	Commercial Shrimp Farming in Asia 15	
Ghimire, K.	16	Missionaries and Mandarins: Feminist	
Razavi, S.	15	Engagement with Development Institutions	12
Bangura, Y.	6	Ethnic Conflict and Development:	
Hujo, K	1	The Case of Guyana	9
Total	**139**	The UN and Complex Emergencies:	
		Rehabilitation in Third World Transitions	9
		Uses and Abuses of the Concept of Governance	9
		Gender, Demographic Transition and the	
		Economics of Family Size	8

Bibliometric analysis suggests that publications by UNRISD and its staff performed modestly in terms of citations. This conclusion is consistent with the findings of the earlier 1997 evaluation. There are, however, methodological as well as data limitations of such analysis, which call for caution in interpretation. Even so, it is worth noting that bibliometric indicators are used as a norm in academic evaluations of quality.

4.3 Evaluation of Quality

The discussion in the preceding section provides a qualitative assessment based on a quantitative analysis of available evidence on UNRISD publications. This is necessary but not sufficient. The discussion in this section provides an evaluation of the quality of UNRISD research, which is based on a reading of selected publications by members of the team, an evaluation of selected books and papers by eminent scholars, a study of reviews of UNRISD books published in professional journals, and consultations with academics, international organizations, NGOs, and policy makers.

It is, perhaps, appropriate to begin with an overall assessment. The range and the number of UNRISD publications, during the period under review, are indeed impressive. On the whole, the quality of research in UNRISD has ranged from good to excellent. The standards, in terms of quality, are quite high and reasonably consistent. Of course, it is worth noting that the quality is not, and cannot be, uniform across projects over time. It is mixed. It ranges from the excellent through the competent to the average. However, almost everything is above minimum standards. And there is much that is commendable. It needs to be said that UNRISD research has not made original contributions to knowledge in terms of theory and methodology. At the same time, it must be recognized that UNRISD research has made significant contributions to understanding the real world with reference to problems of social development situated in the wider context of economy and polity.

There are some characteristics of UNRISD research, which are discernible as attributes of quality. And these attributes are worth noting. The contribution of UNRISD is valuable in the following areas: where it does research at the intersection of disciplines in the social sciences; where it develops comparative perspectives on development across countries and regions; where it synthesizes existing knowledge in social science disciplines; where it studies problems and countries that have not received attention

in the literature; and where it mobilizes talent in developing countries, to nurture quality, through a widespread network of scholars.

The strengths of UNRISD research need to be recognized. There is thematic cohesion and clear direction in its work. The research is valuable for a number of reasons. It has a rich empirical tradition. It asks interesting questions. It examines unexplored problems. It is critical of conventional wisdom. It provides space for heterodox views. It articulates a dissenting voice. In organizing research, it functions as a filter for talent. At one end, it assembles an impressive cast of eminent scholars. At the other, it brings together talented young scholars from developing countries, which are not yet sufficiently recognized, into the fold.

Some weaknesses of UNRISD research are also worth noting. Some of its output is descriptive rather than analytical. There is not enough effort to conceptualize or theorize on the basis of its empirical research, possibly because it is hesitant or modest. There is a discernible reticence in spelling out the policy implications of its research. The anthologies, or edited volumes, which are the primary format for its research, are sometimes characterized by disjointed narratives, occasional repetition, or recycled work published elsewhere. The proportion of research published as articles in, or special issues of, refereed professional journals is somewhat low and should be higher.

UNRISD is not Harvard or Oxford. It cannot be. And it should not be. Therefore, it would be unreasonable to expect cutting-edge research in social science disciplines. The comparative advantage of UNRISD lies elsewhere. It seeks to use existing knowledge in the social sciences to carry out research in unexplored areas with different perspectives. In doing so, UNRISD has produced pioneering work that has constituted a leading edge in a wide range of areas since it began life as a research institution. It was a pioneer in its research on social indicators, ethnic conflict, and sustainable development. It continues to be a pioneer, with a leading edge, in its research on social policy, gender, and conflict. The heterodox approach and the dissenting voice provided by UNRISD gives it a special niche in research on development. But there is more to its comparative advantage. It works on the intersection of social science disciplines, which university departments do not. It works on sensitive issues that the UN system is unwilling or unable to touch. It mobilizes talents and scholars from developing countries, to nurture quality, through its network. Its research, sometimes innovative, sometimes provocative, sometimes different, makes a valuable contribution to the debate on development.

4.4 Conclusions

The range and number of UNRISD publications, during the period under review, are indeed impressive. And, on the whole, the quality of UNRISD research has ranged from good to excellent. The standards in terms of quality are quite high and reasonably consistent. Of course, the quality is mixed across projects and over time, ranging from the excellent through the competent to the average. However, almost everything is above minimum academic standards. And there is much that is commendable.

The frequency of publication is, on the whole, impressive. During the period under review, UNRISD published 6.9 books per annum, of which 5.3 were through commercial publishers. It published 3.5 articles in academic journals per annum and 5.7 chapters in edited volumes per annum. It is worth noting that the books were mostly anthologies in which most of the contributors, even editors, were outsiders but UNRISD staff were always the coordinators, sometimes the editors and often among the authors. On average, UNRISD professional staff per person published one article in journals every 2.03 years and one paper in a book every 1.25 years or, turning the index around, 0.5 articles in journals and 0.8 papers in books per year. Bibliometric analysis suggests that publications by UNRISD and its staff performed modestly in terms of citations. We think that UNRISD should endeavour to publish more in academic journals.

UNRISD research has thematic cohesion and clear direction. It has a rich empirical tradition. It asks interesting questions. It examines unexplored problems. It is critical of conventional wisdom. It provides space for heterodox views. It articulates a dissenting voice. It was a pioneer in research on social indicators, ethnic conflict and sustainable development. It continues to be a pioneer in its research on social policy, gender and conflict in the wider context of development. These attributes of research at UNRISD are also an important dimension of quality.

5. Relevance

In considering the relevance of UNRISD research, it is appropriate to draw a distinction between the generation of ideas that could further knowledge and the contribution of applied research that could support policy formulation. The terms of reference expect us to review the mandate of UNRISD, as also its role within the UN system, situated in the context of changing realities. It is obviously important to evaluate the relevance of UNRISD research for the UN system. But we shall also consider the relevance of this research for academia, civil society and governments. The terms of reference further suggest that the relevance of UNRISD research might be considered in three dimensions: usability, actual use and utility. In theory, it is possible to make such analytical distinctions. In practice, it is far more difficult to attempt such a decomposition of relevance.

The structure of this chapter is as follows. First, it considers the research agenda of UNRISD, which is the basic determinant of its relevance. Second, it suggests that relevance depends on the need, as also the perspective, of different potential users. Third, it sets out the criteria for assessment of relevance. Fourth, it presents an evaluation of the relevance of UNRISD research.

5.1 The Research Agenda: its Relevance

Relevance is basically determined by the content of UNRISD's research agenda. In an earlier chapter, we have provided an overview of social development research at UNRISD during the period 1996–2005 and outlined the significant changes. This overview of UNRISD's research agenda over the past decade suggests that it relates directly and indirectly to the present social concerns of the global community. This is the real litmus test and, considering the size of the Institute, it is impressive. Our judgment is borne out by the following illustrations.

During the period under review, the research agenda of UNRISD has brought together new knowledge on social policy institutions and actual social polices in operation in different parts of the world to support growth and to reduce poverty. In particular, it has dealt with the living conditions of women in a development context from the perspective of gender equality. The living conditions of large rural populations in the developing world have been on the agenda of UNRISD from its inception more than 40 years ago, with access to land as the primary issue of concern.

Democracy and human rights are studied as fundamental values in a context where democratic forms of government are spreading rapidly across the world. UNRISD has sought to focus attention on the problems that arise in the transition to democracy: for instance, the restoration of law and order as the very first step towards good governance in war-torn societies, the capacity-building of "soft states" where governments do not have the institutional capacities, and the violations of human rights.

Ethnic, religious and racial conflicts result when such identities displace all other loyalties. UNRISD is studying how processes of development associated with rising or persistent inequalities, social marginalization and inadequate public policies shape or transform racial, ethnic, religious and ideological identities, leading to conflicts in different parts of the world.

Transnational corporations are at the centre of the process of globalization. Their decisions affect the economies of developing countries and the welfare of peoples, sometimes more profoundly than the decisions of governments can do. How can these transnational corporations be induced to take responsibility for social and environmental consequences of their activities?

The relevance is clear enough. And this is nothing new. It has been the case for quite some time. In their 1991 evaluation, the two professors, Peter Anyang' and Håkan Hydén, were "more than impressed" after their walk-through of UNRISD's research agenda for the period 1989–1991. The evaluation in 1997, which considered the subsequent years until 1995, also came to the conclusion that UNRISD research was relevant and usable. It is not surprising that they were unable to assess its actual use and utility, because it is exceedingly difficult, if not impossible, to obtain evidence on these two dimensions.

The relevance of UNRISD's research is borne out, in a more concrete sense, by its contributions to the preparatory and follow-up work for UN Summits and Conferences. It started out on this path by producing special reports that synthesized its research for presentation at the Earth Summit in Rio de Janeiro in 1992 and the Social Summit in Copenhagen in 1995. Its activities around the Earth Summit developed spontaneously then but later turned into a model with some standard elements.

The initial model for the Earth Summit in Rio had four elements: (i) UNRISD associated itself with the preparatory work, in this case with the United Nations Conference on Environment and Development, which happened to have its secretariat in Geneva. (ii) It arranged an international conference on the "Social Dimensions of Environment" as a preparation for the Summit. (iii) It produced an anthology of research papers on issues related to the main theme. (iv) This book was launched at the Earth Summit.

The model was extended with many more preparatory activities during the three-year period before the Social Summit, most of them at the United Nations in New York. This time around, UNRISD produced its first synthesis report: *States of Disarray: The Social Effects of Globalization*. It was presented as an UNRISD Report to the World Summit for Social Development. The report was launched and discussed at a number of seminars and workshops in the forum for NGOs. Its conference on "Rethinking Social Development", which assembled a panel of very distinguished scholars, was part of the official programme of the Summit.

The model was extended with yet another element, when it engaged in a two-year follow-up, often referred to as "Copenhagen + 2". UNRISD arranged an International Conference and a Public Meeting in Geneva. The Chairman of the Social Summit, Ambassador Juan Somavia, opened the conference and UN Under-Secretary General, Nitin Desai, made the closing remarks. In this case, UNRISD performed an almost official UN function. For Copenhagen+5 in "Geneva 2000", UNRISD implemented the full model: engaging in preparatory work, arranging seminars and conferences before the UN event, producing a synthesis report for launch at the UN conference, and participating in side events.

During the period under review, 1996-2005, UNRISD implemented this model for a number of the major UN events.

1996, "Habitat II" in Istanbul: UNRISD produced papers for participation in several activities at the NGO-forum in Istanbul and for the follow-up in New York in 2001 in conjunction with a Special Session of the UN General Assembly to review implementation of the Habitat Agenda.

2000, "Copenhagen+5" meeting in Geneva: This was organized to coincide with an ECOSOC meeting. For the event, UNRISD produced *Visible Hands: Taking Responsibility for Social Development*, an UNRISD Report for Geneva 2000. It was regarded as a valuable contribution.

2000, UN General Assembly Session for the Beijing + 5 review: It was preceded by UNRISD workshops in Bangladesh 1996 (with UNDP), in Kerala, India, in 1997, and in Geneva in 1999. The UNRISD publication on Gender Justice, *Development and Rights: Substantiating Rights in a Disabling Environment* was launched in a workshop parallel with the assembly session. The papers were later revised and included together with other papers in a scholarly volume with original research on gender published by Oxford University press (2002) with the shorter title.

2001, Durban South Africa: During the Third World Conference against Racism, Racial Discrimination, Xenophobia and Related Intolerance, UNRISD organized a parallel conference in which 30 high-level scholars from various parts of the world presented papers on racism and public policy. The High Commissioner for Human Rights used the abstracts of these papers as background material in a meeting of eminent persons during one of the preparatory meetings in Geneva. The papers were revised and edited and published in an anthology on *Racism and Public Policy* in 2005.

2002, "UN Second World Assembly on Ageing" in Madrid, Spain: The papers produced by UNRISD were published in 2004 as an anthology entitled *Living Longer, Aging, Development and Social Protection.*

2002, UN World Summit on Sustainable Development (Rio+10) in Johannesburg: UNRISD organized a parallel event on "The Political Economy of Sustainable Development: Environmental Conflict, Participation and Movements" and produced a synthesis and annotated bibliography entitled *People, Power and the Environment.* Several of the conference papers were published as UNRISD programme papers.

2003, World Summit on the Information Society: It was preceded by an UNRISD conference in Dakar, Senegal, in 2001. UNRISD produced a book *Communicating in the Information Society*, for presentation at the summit.

2005, the 49th session of the UN Commission on the Status of Women: UNRISD released its flagship report on *Gender Equality: Striving for Justice in an Unequal World.* Advisory group meetings in Geneva in 2003 and 2004 preceded this event. The report was launched in New York during a full-day conference at the Ford Foundation on 7 March 2005 and a two-hour side event at the United Nations headquarters on 8 March 2005. This was followed by several regional seminars, in Stockholm and Ottawa before the end of 2005, and in other parts of the world during 2006.

It is clear that the UNRISD agenda for research on social development is relevant for ideas and knowledge that help understand the world social situation. But UNRISD also makes an effort to support the policy debate in the UN system.

5.2 Relevance for Whom?

It is not possible to consider relevance in the abstract. The reason is simple. Relevance also depends on the needs and the objectives of institutions, which are the actual or potential users of research carried out by UNRISD. We consider, in turn, the UN system, policy makers in governments, civil society organizations, and the academic world.

Relevance for the UN system is a natural point of focus. It is integral to the raison d'etre of UNRISD. But the UN exists and functions at many levels. There are UN Summits on special themes from time to time. There are deliberations in the UN Economic and Social Council, which are a continuous process. There is a need for research on issues that confront the UN system. There are international organizations and research institutions in the UN system with mandates that might intersect with UNRISD activities. In an ideal world, UNRISD should endeavour to inform and advise, just as much as it should respond to the UN system in an interactive mode. Its success in this endeavour would shape its relevance to the UN system.

Relevance for policy makers in governments matters because outcomes in social development are shaped in the national context. And evidence-based research in UNRISD is about lessons that can be drawn from the experience of development in the past and in other countries. The cross-country multi-disciplinary perspectives of UNRISD could be relevant for policy formulation if it highlights learning from experience over time and across space.

Relevance for civil society organizations is important because NGOs exercise a significant influence on social policies in the national context. Research can inform such advocacy with sobering analysis and evidence. But its relevance cannot be taken for granted. It would depend, at least in part, on the issues and on the conjuncture. The subjects and the timeliness of UNRISD research are the most important determinants of its relevance.

Relevance for the academic world is an obvious consideration for a research institution such as UNRISD. The imprimatur of recognition by the academic world can provide stature and credibility to its research. But this is possible only if UNRISD publications are relevant for either teaching or research, or both, in social science disciplines or in multi-disciplinary programmes engaged in the study of development.

5.3 Criteria for Assessment

There are two possible approaches to an assessment of relevance. First, we can assess relevance with reference to the mandate of UNRISD. Second, we can assess relevance with reference to plausible criteria.

We have attempted to assess the relevance of UNRISD with reference to its mandate and its activities as stipulated in our terms of reference. The discussion on its mandate is critical for relevance to the UN system in the context of changing realities. The discussion on its activities is important for relevance to other stakeholders and constituencies.

The mandate of UNRISD was formulated in 1963 and has not been changed in the more than four decades since then. The creation of UNRISD was inspired by two eminent economists of the time, both later Nobel laureates: Jan Tinbergen and Gunnar Myrdal, both members of the Board of UNRISD in its early years. Although we do not believe that they formulated the text of the mandate, it is the economics of their times that probably inspired its content. Also, in interpreting the mandate of any institution one cannot just study the text of the mandate, which is, in this case 44 years old. There is, in addition, 44 years of practice that can be studied in the Director's annual reports, in the decisions by the Board, in the reports to ECOSOC and in the decisions by ECOSOC, which have established precedence.

The broad definition of the research area in its original mandate has been flexible enough for UNRISD over four decades of existence. When the mandate is quoted, it is often just "research into problems and policies of social development", the first part of that broad definition, which is rendered. To understand the rest of the definition – "relationships between various types of social development and economic development during different phases of economic growth"- one needs familiarity with the history of economic doctrines and development debates.

This is too broad a definition to provide real guidance to UNRISD's Board and management or to ECOSOC and others for evaluating its performance. There can be no doubt that all UNRISD programmes during our evaluation period fall within that definition. This is not surprising because UNRISD's Board is authorized to take such decisions and its supervising bodies – the UN Commission for Social Development and the UN Economic and Social Council – have seldom discussed and never objected to any decision of the Board.

However, it is possible to discuss priorities between programme areas. The Board cannot quite do this in a concrete manner: starting with the total sum available and allocating money to programmes or projects in accordance with an explicit set of priorities. This is not meaningful because UNRISD does not have such a total budget that can be allocated to selected projects. Donors provide core funding to pay salaries for staff as fixed costs. Variable costs of projects must be funded by specific donor grants. Even so, priorities have been decided upon, distinct priorities at that, during the period of evaluation. These are implicit in the choice of themes, programmes and projects, for which financing is sought and obtained. Most will probably agree that UNRISD's focus on "Social Policy and Development" and the "mainstreaming" of social policy concerns into all programme areas, is an uncontroversial reading of the mandate. The decisions by the UNRISD Board to adopt the earlier programme for 2000–2004 as well as the current programme for 2005-2009 were all unanimous. We did not find any dissenting voices in the minutes of the Board Meetings.

In our assessment, UNRISD's research agenda during the past ten years has clearly been within its broad mandate. Its current priorities are also in line with the spirit of the mandate. However, there is a clear need to review the mandate and to revise it so that the Board and the supervising UN bodies can better monitor and follow-up UNRISD's research plans and activities. We think that the time has come for the United Nations to act upon the proposal submitted by UNRISD for a possible revision of its mandate.

Apart from the mandate, we adopted three criteria for an assessment of relevance to the UN system, civil society organizations, academic institutions and policy makers in governments.

First, we considered the research agenda of UNRISD, which is a critical determinant of relevance for each of these groups. The theme of research and the choice of subject are the primary litmus test of relevance for actual users as also potential users.

Second, we considered the research output of UNRISD, mostly in the form of publications, because there is a temporal dimension of relevance. Given the time needed for academic research, which is often compounded by time lags in the publication process, empirical research could easily be out of date. This is not a problem with theoretical research. And it may not be a problem with empirical research if time lags are kept to a minimum. Of course, where research is ahead of the times, it anticipates relevance and eliminates the time-lag problem.

Third, we engaged in consultations with actual or potential users of UNRISD research for their assessment of relevance. We discussed the work of UNRISD with concerned persons in the UN system. We met with and consulted representatives of civil society organizations. And we consulted academics across disciplines in the social sciences in different parts of the world. We talked to some policy makers, but not as many as we would have liked to, because the time was limited and the distance was a barrier.

5.4 Evaluation of Relevance

For an evaluation of the relevance of UNRISD's research agenda to the UN system, an important clue is provided by the Declaration of the 1995 World Summit on Social Development, in particular, its section on the current social situation that lists achievements and concerns.

The Declaration noted in §15 the seven-fold increase in global wealth and trade in the past 50 years. It noted progress made in life expectancy, literacy and primary education, access to basic health care, including family planning, and the reduction of infant mortality in the majority of countries. The Declaration further noted the expansion of democratic pluralism, democratic institutions and fundamental civil liberties. In the following §16, the Declaration listed the worries of the global community in nine paragraphs from (a) to (h) as shown in Box 5.1. This particular list of social concerns is not

an exhaustive list for development research. However, the list is important – perhaps very important – because the world community agreed upon this particular list.

It would be unreasonable to expect that UNRISD with its professional staff of eight persons, supported by one research assistant each, could have produced research on all the nine concerns in the ten years after the Summit. However, UNRISD has published research that widens knowledge about (a) inequality within and between countries, (b) poverty, (c) transition to political democracy and market economy and (d) the environment. During the evaluation period, 1996-2005, it has not done much specifically about (e) population growth and (f) unemployment. UNRISD has done a lot about (g) in leading research on Gender Studies. And again, it has not done much research about (h) the situation of the disabled and (i) of the refugees. Small-scale UNRISD has published research on five out of these nine global concerns. However, there is more.

In the current research programme, 2005–2009, UNRISD is conducting research under four programme titles that do not directly relate to any of the nine concerns listed in the Social Summit Declaration. There are the programmes on "Democracy, Governance and Well-Being", "Markets, Business and Regulation", "Civil Society and Social Movements", and "Identities, Conflicts and Cohesion". These four programmes are all in one way or another on the agenda of the United Nations. In effect, the "mainstreaming" of Social Policy into all programmes makes all of them relevant to UNRISD's mandate.

Box 5.1 Social Concerns in the Social Summit Declaration

(a) The widening gap between rich and poor within countries and between developed and developing countries, particularly in Africa and the least developed countries;

(b) The billion people in abject poverty, most of which go hungry every day;

(c) The serious problems of different types in countries in transition;

(d) The continued deterioration of the global environment;

(e) The continued population growth, its structure and distribution and its relationship with poverty, social and gender equality;

(f) World unemployment and underemployment;

(g) The situation of women who carry a disproportionate share of the problems of coping with poverty, social disintegration, unemployment, environmental degradation and the effects of war;

(h) The one in ten in the world population who suffers from disabilities;

i) Refugees and internally displaced persons.

It is not sufficient, however, to assess relevance in terms of the research agenda alone. The perceptions and judgements of actual or potential users also matter. We consulted a wide range of persons in the UN system. Their judgment, on the whole, was that UNRISD research is directly relevant to the concerns of the United Nations and the international community. Of course, the views that emerged were mixed. Some persons felt that the relevance was high, while other persons felt that the relevance was reasonable but could be better. Some research was seen as highly relevant, while other research was seen as moderately relevant. On balance, the assessment on relevance was clearly positive.
However, most of the people we consulted felt that the relevance was diminished because dissemination, on the part of UNRISD, in the UN system, was not good enough. Almost everybody felt that better dissemination through mechanisms that informed the UN system about UNRISD research, and communicated its findings in accessible language, would enhance relevance. This problem was, in part, attributable to UNRISD. But it was also, in part, attributable to the UN system.

The views of civil society organizations, on UNRISD research, were mixed but, on balance, positive. These perceptions were obviously shaped by the different concerns and diverse needs of these organizations. Some thought that UNRISD research remained in the ivory tower. Some thought that UNRISD research connected with the real world. Some thought that interaction and collaboration with NGOs could enhance relevance. Most felt that the potential, in terms of relevance, was not realized because most UNRISD research was not available to them in a form or language that was easily accessible and directly usable.

We consulted academics across social science disciplines in different parts of the world. Those who knew UNRISD believed that its research was directly relevant. But there were some who did not know UNRISD. In the sphere of teaching, the view that emerged was that UNRISD research was most relevant for courses in development studies. It was also relevant for courses in sociology and in gender studies. But its relevance for courses in social science disciplines such as economics or politics was perceived to be less. In the sphere of research, UNRISD work was seen as most relevant for individuals or institutions interested in, or working on, the intersection of disciplines in the social sciences, particularly where the focus was on development.

Our sample of policy makers in governments was not large enough to draw conclusions, particularly as many of the persons consulted did not know UNRISD or enough about UNRISD. Of course, the research agenda and the research output of UNRISD are of potential use to policy makers in governments. They may also be relevant for citizens, scholars and parliamentarians engaged in debates on social policy, particularly because UNRISD provides alternative perspectives on development. But this potential relevance may have been diminished by the inadequate dissemination on the part of UNRISD.

5.5 Conclusions

It is clear that, in terms of relevance, UNRISD research is definitely usable. But we know little about its actual use. And it is exceedingly difficult, if not impossible, for us to say anything about utility in terms of outcomes.

The relevance of its research agenda for the United Nations system is apparent from the choice of themes. The selected themes, as also its priorities, are in conformity with the mandate of UNRISD. The contribution of UNRISD to the preparatory and follow-up work for UN Summits provides further confirmation. The relevance was probably diminished because dissemination, on the part of UNRISD, in the UN system was not effective enough.

For civil society organizations, the potential, in terms of relevance, was not realized because most UNRISD research was not available to them in a form or language that was easily accessible and directly usable. The same was probably true for policy makers in governments. For the academic world, UNRISD research was thought of as relevant for individuals and institutions engaged in teaching or research on development studies, gender studies and sociology.

In our view, however, relevance should not be interpreted in a narrow sense. In the wider context, it needs to be said that ideas are, perhaps, among the most important contribution of the UN system. And UNRISD research has made pioneering contributions to work on social indicators, structural adjustment, transition economies, conflict, social policy, and gender. There can be no doubt that this work has been relevant to the concerns of the United Nations, even if the results of the research have been used less than they might have been, as is often the case with research institutions.

It is also important to recognize that research, which questions old ideas and brings new ideas, has an inherent relevance in terms of potential. From this perspective, the necessity or wisdom of coherence and consolidation in research, ostensibly for relevance, is questionable. Small can be beautiful.

Competition in research is good. Diversity and pluralism matter. What is more, too much coherence in ideas can be dangerous, leading to thinking in lock-step, even dogmatism. We believe that it is vital for the UN system to have a diversity of research institutions if policy-debate and decision-making are to be the best possible in a complex world.

6. Impact

Our terms of reference mandate us to evaluate the impact of UNRISD research and activities on the UN system in the international context, on policy formulation in the national context, on teaching or research in academia, and on advocacy in civil-society organizations. This is easier said than done.

Clearly, it is not possible to provide a quantitative, or precise, assessment because there is no obvious methodology and no systematic information. In our judgement, sending out questionnaires would not have served much purpose. For one, response rates are often low, while responses are subjective. For another, the respondents to whom the task is delegated often do not have the requisite knowledge. Most important, perhaps, simple questions do not capture complex realities and quantified answers create a false precision. Therefore, we are convinced that evaluation of impact, insofar as it is possible, must be far more nuanced.

6.1 Framework for Assessment

It is essential to begin this discussion with some prior propositions. First, impact is difficult to discern in situations where outcomes are shaped by so many factors or events. Second, even if impact is discernible, it is difficult to attribute cause-and-effect, tempting though it may be to reason with the benefit of hindsight. Third, impact is difficult to measure in any meaningful, let alone quantifiable, sense. Fourth, impact depends upon the absorptive capacity of, and follow-up by, others.

Obviously, UNRISD has an important role in the process. It must identify problems and suggest solutions, through its research, so as to stimulate interest or arouse concern among the constituencies it seeks to reach. In other words, the analysis, diagnosis, or prescription in its studies should contribute to an understanding of social development – problems and policies – not only in a national context but also in the international context. However, even if such work is excellent, whether or not it improves understanding, shapes thinking, influences decisions, or prompts action, depends in part on what UNRISD does thereafter and in part on how others respond.

There is life after publication. And it is a significant determinant of impact. The contribution of UNRISD to this process lies in its efforts to promote dissemination and facilitate access.

There are four means of dissemination used by UNRISD. The first, and possibly the most important, at least so far, is the publication of books, supplemented with articles published in journals and in-house papers that are circulated: once in the public domain this work is, in principle, available to interested readers. The second is the inputs it provides in the documenttation for UN summits or conferences on designated themes: this could lend UNRISD visibility in the UN system as also among many national governments or civil society organizations that participate in these events. The third is the seminars and workshops it organizes by itself or in collaboration with other institutions: in which academics, practitioners, policy makers, and social activists participate. The fourth is its website and the Internet, which is bound to become the most important in times to come.

The publication of studies is necessary but cannot be sufficient for such dissemination to ensure access. The volume of sales, numbers of copies sold, is not quite an index of impact. For books purchased may adorn shelves or offices without being read, while a few copies in libraries could be read by significant numbers. Access to UNRISD publications for its potential users is a somewhat different matter. It is possible that concerned persons in constituencies may not even be aware of the existence of UNRISD studies. Even if potential users are aware, in some parts of the world such studies may not be procurable with ease or may not be accessible in terms of price.

To some extent, these difficulties could be much easier to manage now, as compared with the past, with a website, provided that UNRISD puts its studies in this public domain and that those interested have Internet access. It needs to be recognized that such access is most limited in some parts of the developing world. Of course, the number of visitors to the website, or even the downloading of documents in large numbers, does not ensure reading. The cost of such visits or downloads is negligible, as compared with books purchased that often remain unread on shelves.

In fact, however, even awareness, availability, and affordability, the possibilities of which have been significantly enlarged by the worldwide web, cannot suffice. The reason is simple. The excessive length of books and the complexity, or even jargon, of academic language may exclude a large number of potential readers and users. Brevity of text and simplicity of language are perhaps the two most essential attributes from the perspective of impact. It is important to recognize that for research to make a difference both substance and form are important.

In the ultimate analysis, the impact of UNRISD research depends, in significant part, on the interest, absorptive capacity and response of the concerned persons in its constituencies. UNRISD could, and perhaps should, perform a more proactive role to promote impact in the UN system through interaction and partnership at the research stage and short briefs in accessible language at the dissemination stage. Similarly, it might be worthwhile for UNRISD to make some effort, albeit selective, to reach out for impact to civil society organizations that may have a serious interest in their research themes but are unable to absorb the publications because length and language are a constraint, or because the publications cannot be used for advocacy without a substantial repackaging which in turn requires considerable effort.

However, it cannot be the same for the other possible readers or users. The impact of UNRISD's work on academia, whether research or teaching, should depend entirely on its quality and relevance, since its publications, both books and articles in journals, are easily accessible to the academic world. The impact of UNRISD's work on governments and policy makers depends on its relevance and significance in the context of prevailing conditions within countries, just as much as it depends on the willingness of policy makers to listen to different voices and the ability of governments to implement change. In our judgement, however, UNRISD cannot and should not make conscious efforts to influence thinking in governments because it is not in the business of advocacy. It can only reach out to those – intellectuals, civil society organizations, the media, or parliamentarians – who could, in turn, influence the thinking of governments, by producing readable, lucid, briefs of a length and in a language that is accessible to the non-specialist readers.

Our assessment of the impact of UNRISD research is in two parts: the first is based on consultations with stakeholders or constituencies, while the second is based on a quantitative analysis of available evidence on publications and outreach.

6.2 Assessment of Impact

We discussed the work of UNRISD with concerned persons in the UN system in Geneva, New York, and elsewhere. We met with representatives of civil society organizations. We consulted academics across disciplines in the social sciences in different parts of the world. We talked to some policy makers,

although not as many as we would have liked to because of the constraints implicit in time and distance.

The most significant impact of UNRISD on the UN system lies in its contribution to the UN Summits, in the form of major international conferences, on special themes. It began on a modest note at the Earth Summit in Rio in 1992. It came of age at the Social Summit in Copenhagen in 1995. Of course, these events were organized more than a decade ago. During the period under review, UNRISD has sustained its important inputs as an integral part of the follow-up to these UN Summits: Rio+10, Copenhagen+5, and Beijing+10.

It is worth noting, however, that UNRISD has not had any significant impact on the activities of the UN Economic and Social Council. This is somewhat surprising because the mandate of UNRISD coincides to a significant extent with the issues considered in ECOSOC from time to time. What is more, UNRISD was started as an institution by the Secretary-General, its activities are overseen by the Under Secretary-General for Economic and Social Affairs whose office serves as the Secretariat for the UN Economic and Social Council. For this reason, perhaps, it would be both appropriate and worthwhile for UNRISD to engage in a more interactive mode with the UN while reflecting on its research agenda and, at the same time, exercise some influence on the research agenda of the UN system.

The problem may be attributable, in part, to the UN system that has not quite integrated UNRISD into its research support system. It needs to be said, however, that the problem is also attributable, in part, to UNRISD. For one, it has not been proactive in searching for research opportunities that may surface in the UN system from time to time. For another, it has simply not done enough to disseminate its research output in the UN system. The excessive length of books and the complexity of academic language have probably excluded a large number of potential readers and users in the UN system. The policy briefs prepared by UNRISD have not been good enough to resolve this problem. In the light of this experience, we would like to make two recommendations. First, UNRISD should engage persons with specialized talents to write short briefs on their research publications, in a language that is accessible and in a form that is attractive for readers. Second, UNRISD should take the lead in organizing an annual meeting to present its research to the United Nations in New York. Indeed, more panel discussions could be organized from time to time, to coincide with important publications, which would allow for feedback on policy issues and ideas on future research.

The connection with civil society organizations is important for UNRISD. There are two reasons. For one, NGOs play an important role in shaping social policy in the national context. For another, NGOs provide an institutional mechanism for transforming research into policy through advocacy. Most of the civil society organizations that we consulted felt that UNRISD research was relevant and valuable but its impact was much less than it could have been on account of the academic nature, content, and length of UNRISD publications. In their view, UNRISD research needed to be rewritten and repackaged before it could be put to actual use in advocacy. Obviously, it is neither feasible nor desirable for UNRISD to tailor its activities to the needs of civil society organizations. Even so, UNRISD can and should do more to develop a dialogue with selected NGOs on selected themes for a follow-up. UNRISD research on gender and development carries enormous potential in this sphere.

The academic world provides the natural readership for UNRISD research. Its impact on academia must be shaped by its relevance and quality. The academics we consulted fell into two groups. There were those who knew UNRISD and were most positive in their assessment about the impact of its research. There were those who did not know about UNRISD and, therefore, could not say anything about the impact of its research. UNRISD publications, in the form of anthologies or monographs, did probably reach out to academics researching on those themes. The impact could be even more if more UNRISD research found its way into professional journals that have a wider readership.

It is difficult to assess the impact of UNRISD research on teaching. There is some evidence that UNRISD papers were included in reading lists for courses in universities. But this information is limited to in-house UNRISD publications where users sought permission. There is no systematic information about the inclusion of UNRISD books brought out through commercial publishers or papers in academic journals in reading lists for courses at universities. Casual empiricism suggests that UNRISD publications are included in reading lists for courses on Development Studies, Gender studies and possibly Sociology. In this context, it needs to be said that UNRISD research has provided an alternative perspective and a different voice on development. This is probably its most important contribution to the academic literature and debate on development.

It is exceedingly difficult for us to provide an assessment of the impact of UNRISD research on policy makers in governments. This is largely because we were unable to interact with a sufficiently large number of policy makers to draw any robust conclusions. The limited interaction we had suggests that the impact of UNRISD research was limited if not sparse. But we would not lay the blame for this at UNRISD's door. For one, policy makers are notoriously poor readers. For another, the gestation lag in transforming ideas into action is always long. What is more, economic and social policies in developing countries over the past decade have largely been shaped by the dominant ideology of our times. The space for dissenting voices has been squeezed. UNRISD would do well if it could reach out to those – intellectuals, media persons, NGOs or parliamentarians – who could in turn influence the thinking of governments.

6.3 Impact through Publications and Outreach

As mentioned earlier, UNRISD undoubtedly possesses a multifaceted potential audience: the UN system, academia, national governments, NGOs and others interested in social development issues at a global level. A major challenge for UNRISD is not only to conduct and produce relevant research, but also to reach out to such a wide range of constituencies. The importance of this is recognized even if the stated objectives have not quite been realized in the past. At the turn of the millennium, UNRISD launched a new Communication and Dissemination Strategy (see Box 6.1) to meet old and new demands.[14]

In what sense has the Institute managed to live up to these objectives? In what follows, we attempt to address this question. This analysis concentrates on the latter part of the 10-year evaluation period, due to availability of data, but presents some overall data for the entire period; sales and distribution of publications, website usage and other forms of dissemination. We follow up with a discussion on the strengths and weaknesses of UNRISD dissemination. The chapter then draws together some conclusions.

6.3.1 Publications

Books, monographs, articles and papers have been the main channels of dissemination. These, in addition to briefs and newsletters, are the main *publication formats*. It is necessary to distinguish between publications through commercial academic publishers and in-house publications.

[14] *UNRISD 2000+. A vision for the Future of the Institute*, April 2000.

Box 6.1 UNRISD Outreach Strategy[15]

1. UNRISD must take full advantage of its unique position within the United Nations system and aim to influence policy debate in other UN agencies and international organisations.
2. UNRISD will systematically distil research results in "user friendly" formats thus making them more suitable to the needs of a wider audience.
3. UNRISD will continue to support traditional audiences worldwide – especially those based in developing countries – through the publication and distribution of books and working papers.
4. UNRISD will also seek to cultivate new audiences through partnerships and dissemination via special mailing lists.
5. UNRISD will expand the use of its Web site, both as a means for providing information and as a means for networking and gathering information related to the Institute's work.
6. UNRISD will develop a professionally designed visual identity to support the individual thematic/programme areas and the Institute as a whole.

6.3.1.a. Books Published through Academic Publishers

During the period under review, 1996–2005, UNRISD published 69 books but statistics on sales are available for only 44 books. The lack of complete figures is due to the absence of sales records at co-publishing institutions and organizations. It is reasonable to assume that the available numbers of sales per volume overall are higher because of their concentration to established publishers. It should also be pointed out that these statistics relate to cumulative total sales up to the end of our period of review.

The total sales of 44 UNRISD volumes were about 35 000 copies. It is not surprising that the sales varied between books from less than 100 to more than 2000. The figure for the average total sales per volume is modest, with the mean at about 800 copies and the median at about 500 copies. At the lower end, nine books sold less than 250 copies until end of 2005. Meanwhile, only eight books sold more than one thousand copies. Box 6.2 gives the sales figures for the top four UNRISD publications in our review period. Annex VIII provides complete data on sales of UNRISD books.

6.3.1.b Distribution of In-house Publications

Regarding in-house publications, it needs to be said that the bulk of these volumes are distributed free of charge. Of all in-house books, reports, and papers distributed during 1996–2005, only around 2,400 copies of a total of 231,000, or one out of hundred, have been charged for. This generous distribution is in line with the Institute's outreach strategy. Allocation of printed publications distributed free of charge varies from postal distribution to hand-outs at various activities (seminars, workshops and conferences). According to statistics from the last five years (2001–2005) the latter channel (activity-based distribution) covers half of the overall distribution of free publications.

Box 6.2. The top four volumes of UNRISD external publications in the last 10 years.

Esping-Andersen G (ed.) Welfare States in Transition: National Adaptations in Global Economies. UNRISD / Sage, 1996. (6, 118 copies, including Japanese edition)

Nandy, A, S. Trivedy, S. Mayaram and A. Yagnik, Creating a Nationality: The Ramjanmabhumi Movement and Fear of the Self. UNRISD / Oxford University Press-India, 1998. (3, 956 copies)

Molyneux, M. and S. Razavi (eds.) Gender Justice, Development and Rights. UNRISD / Oxford University Press, 2002. (1, 917 copies)

Martinez, J and A. Diaz, Chile: The Great Transformation, UNRISD / The Brookings Institution, 1996. (1, 777 copies)

[15] Presented in Director's Progress Report at the 37th session of the Board of UNRISD, July 1999

As expected, the generosity of distribution of free publications is concentrated in papers and reports, while free dissemination of books published in-house is more restricted, yet considerable (Table 6.1).

Table 6.1 Print-run of UNRISD In-house publications 1996–2005.*

Year	Monographs	Papers	Reports	Newsletters and Briefs
1996	3,000	11,400	1,500	5,500
1997	2,100	10,200	2,500	3,500
1998	500	14,500	1,300	3,500
1999	0	19,500	1,400	1,300
2000	0	46,700	7,400	33,900
2001	0	14,100	3,500	21,100
2002	900	8,300	3,000	11,600
2003	1,300	17,600	2,600	3,000
2004	600	17,900	1,500	15,800
2005	0	35,800	1,900	14,800
Total	**8,400**	**196,000**	**26,600**	**114,000**

* The figures are for print runs of in-house publications. Because all UNRISD publications eventually go out of print, it can be considered that distribution eventually equals print run. However, all distribution of printed publications does not take place in the year of printing. The figures are rounded off to the nearest 100s.

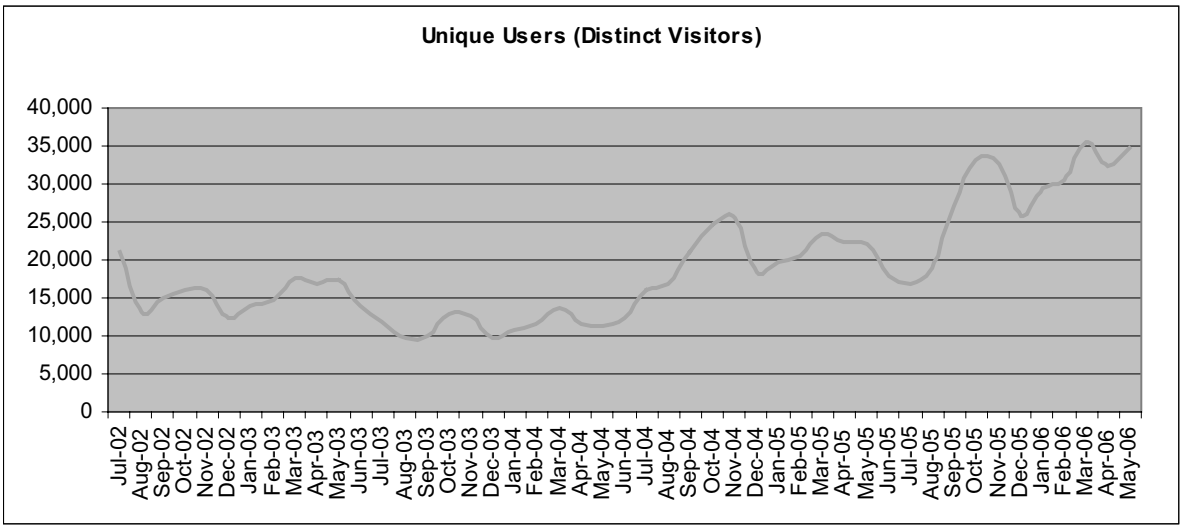
6.3.2 Website

The first version of the UNRISD website was launched in June 1996 and revised in 1998 and 2002. The current, fourth, version of the Institute's website was launched in August 2006. The transition from the 1998 site to the 2002 site represented a fundamental shift in content management and dynamic page generation based on interlinked databases. There were full-text publications on the 1996 and 1998 websites, and email alerts were already used as of the 1998 site to inform subscribers of site updates. The difference with the 2002 site was the technology used. This was much more sophisticated, enabling more automation, streamlining of workflow, greater efficiency and exponential expansion of the site content. The 2006 site builds upon the 2002 content management system and therefore the same technology as the 2002 site. The website is recoded in a way that will enable the content of the site to be more effectively located by search engines. More important still, the new website is set up to display the new UNRISD research programmes in a user-friendly manner.

In 1997 the UNRISD website provided around 20 full text documents. By 2005 that number has increased to around 700 documents and publications that are available in full text and free of charge. There has been a steady expansion in the material available on the website.

It is not surprising that the number of visitors to the UNRISD website has increased significantly during the last ten years. All available statistics, in terms of overall website traffic, numbers of visits, or unique visitors, confirm this presumption. The number of unique visitors per annum has grown from around 34,000 in 2000 to around 262,000 in 2005. Figure 6.1 shows that the number of distinct visitors varied between 10,000 and 15,000 per month during 2002 and 2003. In mid-2004, it increased to around 20,000–25,000 per month and by the end of 2005 it rose again to around 30,000–35,000 unique visitors per month.

Figure 6.1 Distinct Visitors on UNRISD Website, Monthly, July 2002–May 2006

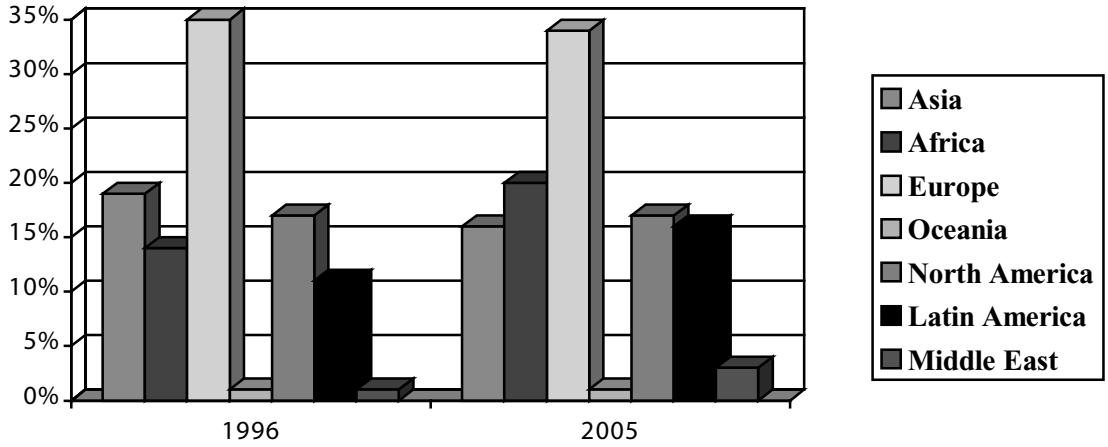


A geographical breakdown of website users during the first year (1996/1997) revealed a distinct concentration in North America and Europe. The number of visits from developing countries represented less than 4 per cent of the total number of visits on the UNRISD site 10 years ago.[16] How has this disproportionate distribution changed since then? The distribution of unique visitors to the UNRISD website during recent years reveals a continuing uneven global profile (North America 40 per cent, Europe 30 per cent, Asia 10 per cent, Latin America 5–7 per cent, Africa 3 per cent, Oceania 3–4 per cent, universities (.edu) 6 per cent, and NGOs ([.org] 2-3 per cent). However, this reflects the profile of global Internet usage (Africa 2.2 per cent, Asia 35.7 per cent, Europe 28.5 per cent, Middle East 1.8 per cent, North America 22.2 per cent, Latin America/Caribbean 7.8 per cent, Oceania 1.8 per cent)

6.3.3 Mailing Outreach

In order to reach out to UNRISD's broad potential audience it invites users to join its mailing list for hard copies. These recipients automatically receive material such as the UNRISD News

Figure 6.2 UNRISD Mailing List for hard copies by region 1996 and 2005.



[16] *Social Development Research: UNRISD Activities 1996/97*, p. 94

(in English, French or Spanish depending on their choice). In early 2006, these mailing lists consisted of 11,310 addresses compared with 9,000 addresses in 1996. The largest category receiving this kind of information is the academic community (around 40 per cent), followed by NGOs (21 per cent), libraries (9 per cent), UN organizations (7 per cent) and governments (5 per cent). Figure 6.2 shows a breakdown of the UNRISD mailing list by region.

Since the launch of the 2002 site, the number of subscribers to Email Alerts doubled, from 3,000 in January 2002 to 6,000 in December 2005 (and to 7,500 in September 2006). Half receive this service on a monthly basis and the other half on a daily or weekly basis.

6.3.4 Publications through the Web

In terms of distribution of publications through the UNRISD web site there has been a distinct breakthrough since 2002 with a doubling every year for four consecutive years, from 20,000 copies in 2002 to 140,000 downloaded publications in 2005. This means that the total amount of downloads from the Institute's web site or e-mailed publications has increased sevenfold between 2002 and 2005. Naturally, this dramatic increase reflects the overall global increase of Internet usage, but it situates traditional thinking about dissemination of research output in an altogether new perspective.

It would be no exaggeration to state that when it comes to distribution of UNRISD reports and papers the web site has become the main channel in recent years. Of a total of 180,000 publications distributed in 2005 around 140,000 were through the web site, which makes for more than three-fourths of the overall dissemination (excluding books). But the numbers could be deceptive. It is essential to note that the number of downloaded documents, just as much as the number of books sold, does not establish that the documents have been read by so many persons.

Figure 6.3 PDF-files distributed through UNRISD Web site (downloaded or emailed) 1996–2005.

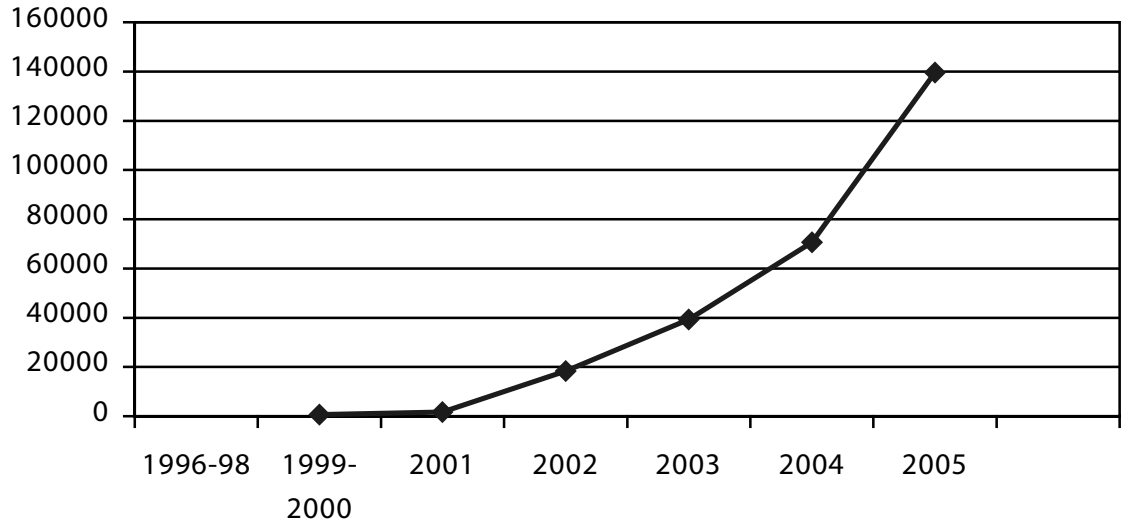


Table 6.2 The 10 most downloaded publications from UNRISD Website 2005.

Title	Author	No. of copies
Information Technology, Globalization and Social Development	Manuel Castells	5,236
The Racial Politics of Culture and Silent Racism in Peru	Marisol De La Cadena	1,946
Peasant Associations in Theory and Practice	McKeon, Watts & Wolford	1,645
Les technologies de l'information et de la communication et le développement social au Sénégal: Un état des lieux	Olivier Sagna	1,036
Genre et emploi dans l'industrie textile marocaine	Rahma Bourqia	1,005
The New Public Management Approach and Crisis States	George A. Larbi	957
New Information and Communication Technologies, Social Development and Cultural Change	Cees J. Hamelink	901
Conservation, Livelihood and Democracy: Social Dynamics of Environmental Changes in Africa	Dharam Ghai	646
Social Movements, Activism and Social Development in the Middle East	Asef Bayat	611
From WID to GAD: Conceptual Shifts in the Women and Development Discourse	Carol Miller, Shahra Razavi	607

6.3.5 Other dissemination activities

A Depository Library System has been established in developing countries to improve the availability of UNRISD publications. Of the 1,000 libraries included in the mailing lists for printed publications, 230 libraries participate in this system. At least one suitable institution has been identified in each developing country, and in larger countries two or three have been chosen. These libraries receive a full set of UNRISD in-house publications free of charge. So far, cost has prevented inclusion of co-published books in the scheme.

The distribution of its publications to participants at international conferences is another mechanism for dissemination, which was initiated by the Institute in 2000, starting with Copenhagen+5 in Geneva in 2000. By the end of 2005, the Institute had actively sought out and targeted dissemination to 164 such events, making this into an important vehicle for dissemination. Of these 67 events were in Geneva, 68 in industrialized countries, and 29 in developing countries. The number of events increased each year to an average of three per month in 2005. Through these UNRISD disseminated over 55,000 publications to academic, NGO, business, government and UN audiences.

UNRISD disseminates its publications to the UN system in many ways. The effectiveness of this is reflected in the 151 citations found in selected UN publications since 2000. In addition, UNRISD staff participated in a variety of UN activities as speakers, advisors, reviewers, and members of committees and boards.

UNRISD research and publications are used as course material in higher education. In the past five years UNRISD received 50 requests for the inclusion of its in–house publications in reading lists in courses. We understand that UNRISD's publications are included in reading lists for university courses in different parts of the world but no statistics are available on this.

6.4 Conclusions

In conclusion, we think that UNRISD research has probably had far more impact on the UN system and on academia than on civil society organizations or policy makers in governments. This differential impact may not have been entirely unintended. In our evaluation of impact, on the whole, there is a positive and a negative dimension. The plus is that UNRISD's choice of themes and subjects for research has kept key issues on the agenda. The minus is that UNRISD is not known enough and, even where it is known, it is not recognized enough. We stressed at the outset that impact depends only in

part on what UNRISD does after publication and in part on how others respond. Therefore, UNRISD can, at best, facilitate the process of dissemination. It is probably not doing enough in this sphere. The reasons could be that there are resource constraints, time constraints, and talent constraints. It could and should do more.

UNRISD is probably allocating sufficient financial resources to dissemination, but the actual outcomes are not effective. The time has come for it to rethink its strategy. Its publications should be readily available and easily affordable, particularly in the developing world. Its website and Internet must be put to optimum use. For enlarging access through simplicity of text and brevity of language, UNRISD should engage persons with specialised talents to write short briefs on its publications in a language that is simple and in a form that is attractive for readers. It must be recognized that researchers or administrators in UNRISD cannot perform this role. But there is another role that they can perform. UNRISD should take the lead in organising an annual meeting to present its research to the United Nations in New York. The profile of the institution, in terms of visibility and outreach, matters. UNRISD must pay more attention to its profile. This is bound to increase the probability of a stronger impact.

7. The Research Process

UNRISD's approach to research is characterised by networking and coordination. With just a handful of researchers, it has an impressive output in terms of publications – mainly programme papers and commercially published edited books. How do they manage this with eight in-house researchers – including the Director and the Deputy Director – and how do they prioritize? How are ideas developed, and how are decisions taken regarding research agendas at the level of programmes and at the level of projects? What is the role of funding in this process? How are research collaborators identified? And how does all of this impinge on the working conditions of the research coordinators? This chapter will discuss these issues in terms of choice of programmes, themes, projects, and researchers. It will also look at pros and cons of the present research mode of operation at UNRISD, before proceeding to conclusions and recommendations.

7.1 Setting the Research Agenda

During 1998-1999 a major restructuring of the UNRISD research agenda was carried out with a focus on regrouping existing projects into a few overall themes. The construction of a new research agenda went through several stages. First, there was a lot of in-house work: the Director and research staff worked together to evaluate the then research profile of the Institute and to explore priority areas for the next five years. In the process of understanding the history of each research project, its origin, and its relation to other projects, common themes were identified and first steps taken towards specifying the universal concerns underlying all UNRISD work.

In this way, six thematic areas were identified, and a staff member was made responsible for each and for the preparation of a short briefing paper connecting the past and the future in relation to that particular theme. It was further decided that the researchers should develop a portfolio of projects under each theme. Based on these thematic papers the first edition of the new research agenda, UNRISD 2000+ A Vision for the Future of the Institute, was drafted.

Then followed a round of consultations: the draft document was discussed at a conference in Rayong, Thailand, May 1999, convened for this particular purpose, where 25 scholars, mainly from developing

countries, were invited to comment on the research agenda. The Rayong meeting was held specifically in order to fortify existing relationships between UNRISD and South scholars, and to explore new ones. The revised document was thoroughly discussed in the subsequent Board meeting (July 1999) and revised again before the Vision 2000+ was finally published in April 2000.

The five research programmes that emerged from this long process were the following: *Social Policy and Development; Democracy and Human Rights; Identities, Conflict and Cohesion; Civil Society and Social Movements;* and *Technology and Society*. *In Vision 2000+* the gender aspects of the research agenda – forcefully present in UNRISD's research profile since the first half of the 1990s – were 'mainstreamed' into the research agenda as a whole.

The Vision 2000+ document reiterates the UNRISD mandate: to conduct policy relevant research on issues of social development. It also stresses the importance of research, which will question the assumptions underlying current models of development and the concepts used to construct these models. It considers that "it is time for constructing alternative scenarios," and that "a more productive dialogue must be promoted between economics and related disciplines. And a much more decisive voice in the development debate must be given to scholars and activists in developing countries." According to the document it is time to initiate debates and stimulate new visions. "The institute will take advantage of its unusual position – at the intersection between international organizations, civil society and the academic community – to open new spaces for creativity and dialogue, and to encourage better circulation of ideas in the international community and beyond."

This line was strongly supported by the UNRISD Board. With this document, UNRISD set out not just to service UN organizations, as well as regional and national institutions in the field of economic or social development and planning – as the original UNRISD mandate of August 1963 states – but also to pose controversial questions, to construct alternative scenarios, and to reorient development debates.

Vision 2000+ was a five -year research agenda, due for renewal in 2004. The 2004 process also started with in-house development of new ideas – each researcher was asked to write a draft developing ideas in relation to his/her field of research. A joint draft for all programme areas was subsequently discussed in a board meeting (April 2004) and in a consultation meeting in Geneva (November 2004) with ample representation of researchers from the South. The programme themes of the new research agenda: Social Development at UNRISD 2005–2009 are not radically different from the 2000+ ones. There is some rephrasing of titles, and 'Gender and Development' figures as a separate programme. As before, the programmes are umbrella themes for a series of projects. In the 2005-2009 agenda, four-five possible projects are listed under each programme.

How do these projects come into being? The development of projects within a programme seems to be an outcome of the dynamics of this particular programme. Within the first five -year period work has taken place, workshops and conferences have been held, the programme coordinators have themselves participated in other conferences. Through discussion and consultation new project themes emerge out of the old ones –this is how agendas are set in academia. Questions of interest in this context would be: Who are the discussion partners? Academics from the North/ South? Development practitioners? Activists? NGOs? According to the UNRISD Vision, 2000+ and beyond, inspiration should be taken from scholars and activists in the South. To what extent this is the case will be discussed in the section on networking and cooperation.

It is one thing to draw up intellectually and academically exciting projects. It is quite another to get them funded. Without funding, no UNRISD project can get off the ground. Project costs are uneven, but considerable (around US$ 200,000 for a two -year project). In this situation, with a core budget that only covers the research activity of in-house researchers, putting into practice the UNRISD research agenda – with commissioned research, workshops, conferences, and sometimes external coordinators –

depends entirely on funding, and on the fund-raising skills of the UNRISD Director. So far these skills have proved fairly efficient, efficient enough for the Director to encourage researchers to develop ideas as if they had the money to carry them out. Nevertheless, it does happen that well-written, well-conceived projects have to be put on hold because of lack of funding.

7.2 UNRISD Research: Modes of Operation

At UNRISD there seem to be two major modes for conducting research and producing publications. One mode is used for what UNRISD itself calls 'Special Events'. A 'Special Event' conference may be organized as a contribution to some UN event, as Copenhagen + 5 Geneva (2000); Beijing + 5 (2000); the World Conference against Racism in Durban (2001); the World Assembly on Ageing in Madrid (2002). Special Events may also be other occasions, as for instance UNRISD's own 40th anniversary in 2004. In these cases, UNRISD will typically make a contribution by identifying key issues, bringing together people who have the most to say on these subjects, providing opportunities for discussion, and making this exchange of ideas available to a wide public through publications and electronic dissemination[17].

In the context of a programme, it is most frequently the second mode that is in operation. This involves the generation of original research, in a cross-country, cross-cultural, comparative framework. In such cases, UNRISD commissions new studies in a number of countries and regions. Local researchers, based in the countries for which the research is requested, generally carry out such work. The success of this method depends on extensive networks, sufficient funding, and the coordination and editing skills of the project coordinator. Research projects involving cross-country comparative work may also commission a number of general thematic issues papers that are published as programme papers or in edited volumes.

The project sequence in this framework may, for instance, be along the following lines: first, a project proposal is developed by the research coordinator in consultation with UNRISD colleagues, his/her academic networks, and with input from the UNRISD Board. When the project proposal is ready, the next step is fund-raising. Fund-raising is basically the responsibility of the Director, but individual researchers may of course contribute with contacts and ideas.

Once funding is obtained, identification of countries of relevance in the context of this particular theme, and of local researchers can start. At the same time, a couple of conceptual papers may be commissioned from reputed scholars by the project coordinator. At this point in time, the programme assistant and/or one of the UNRISD interns will be drawn into the work, helping to identify relevant countries for empirical research, and possible researchers. Researchers eventually selected are generally those who already have a research and publication record of relevance for the given theme.

Selected researchers receive the project proposal, with regard to which they are asked to prepare a brief outline of possible empirical research in the context of their own country. Based on these outlines the researchers are invited to a methodology workshop in Geneva in order to meet the other authors of the project, and in order to discuss the general outline, conceptual framework, and methodologies for the project. During these workshops the input and overview of the research coordinator is of great importance; he/she may be assisted by the concept paper authors, but basically it is the responsibility of the UNRISD coordinator to keep the project on track, keep the researchers happy, and make sure that deadlines are adhered to. In larger projects with external coordinators running sub-projects, the demands on the UNRISD coordinator are even greater.

[17] This is what happened at the occasion of UNRISD's 40th Anniversary in 2004, when the Institute organized a conference in Geneva with input from 30 invited speakers and chairpersons in order to discuss themes such as *the Relationship between Knowledge and Policy, the Intellectual Contribution of the UN, Southern Perspectives*, and *the Search for Alternatives*. For this conference no original research was commissioned, and the invitees were all well-established and high-ranking scholars in their fields, 14 out of 30 located in the South.

According to some of the answers we have received from a small and informal e-mail inquiry among researchers who have been/are part of UNRISD networks, UNRISD coordinators shoulder these responsibilities admirably. Many respondents talk about UNRISD meetings and activities as great occasions for exchange, debate and learning18. One respondent, who has been an external coordinator, praised the strong in-house leadership (by the UNRISD coordinator) combined with a flexibility allowing each group or research cluster to design its way of work.

After the methodology workshop the researchers return to their countries and their respective sub-projects. Once they finish, is when the hard work starts from the research coordinator's point of view. Completed papers have to be read and commented upon by the research coordinator, before being returned to the authors with new deadlines. This latter process may be repeated again and again, taking a toll on the research coordinator's time.

Often a second meeting is arranged at a final stage in the project. This is a dissemination conference, with presentations of findings, which takes place before the book or books resulting from the project have been published. According to UNRISD researchers, these conferences are often very popular and well attended.19

7.3 UNRISD Research: Networking and Cooperation

Networking is one of the hallmarks of the UNRISD method of research. Networking in this context means cross-regional and cross-disciplinary contacts, and the capability to draw upon a range of researchers. UNRISD, being a UN organization with a global mandate, makes a point of recruiting researchers from non-Western countries. There are many reasons for this: to bring non-Western points of view into the debate, to allow these voices to be heard, and to highlight non-Western countries as interesting fields of research for professions beyond anthropology and development studies. Too much social science research focuses on the West, leaving the rest of the world to development studies. UNRISD wants this state of affairs to change.

Yet another reason for recruiting non-Western researchers is a wish to contribute to research capacity building in the South and in transition countries. It is also worth noting that the terms of development research – in the shape of consultancies for donor organizations – tend to dominate the field. UNRISD presents a distinct alternative in this respect. Research in the UNRISD context is not constrained by fixed sets of indicators or logical frameworks. On the contrary, concepts and methodologies are constantly up for debate; UNRISD expects researchers to question concepts and welcomes efforts to carve out new directions for intellectual inquiry. In this context it is fair to say "by using capacities you are also building capacities." To be part of a UNRISD research project is a learning process – for non-Western as well as Western researchers. Responses from several research collaborators to the evaluation team's inquiries testify to this.

[18] One respondent notes that "speaking among the consultants we often point out that although the fee they [UNRISD] pay to paper-writers is comparatively low, it is compensated for by the quality of intellectual discussion at project meetings and by the feedback that [the coordinator] provides on papers." Another says: "My involvement in UNRISD activities is always a learning experience. [The coordinator's] intellectual leadership of the programme is exemplary."

[19] A recent conference of this kind was convened in Riga, Latvia (2004) in the final stages of the Ethnic Inequalities and Public Sector Governance project, with presentation of 15 papers organized in comparative sessions juxtaposing Botswana/Lithuania, Latvia/Belgium, Bosnia-Herzegovina/Switzerland, etc. as unipolar, bipolar, tripolar etc. ethnic settings. Local politicians, diplomats, and academics as well as representatives from international agencies were invited for the conference. The conference aroused considerable interest, and the participating researchers were excited about the exposure and possibilities of contacts. This particular project was expected to result in one edited volume and a selection of programme papers, but it has grown along the way. Now 10 country monographs plus one master volume are envisaged. In a more normal course of events, each of the finalized papers is, upon finalization, sent for external review. Edited volumes, submitted for commercial publishing, are likewise reviewed before publication.

Networking with researchers from the South and transition countries is, however, not easy. The bulk of research networking takes place among Western researchers: They are the ones who have the money to travel to conferences, the facilities to do up-to-date research, and mastery over the global language, i.e. English. They also have the best access to international publishing. To construct and maintain a network of researchers outside this group is a major challenge.

In such a context, the scope and range of UNRISD's networks is impressive. Out of a total of 670 contributions to UNRISD publications (books, papers, and chapters in edited volumes) during the period 1996–2005, 284 are by authors based in developing countries, 12 are by authors in transition economies, while 374 are by authors based in the West, i.e. 42 per cent, 2 percent and 56 per cent respectively. The number of contributions from authors based in the South or transition countries has increased considerably over the period, from an average of 19 per annum during 1996–2000 to 40 per annum during 2001–2005.[20]

At the same time, there is also a reasonably good dispersion of UNRISD authors across countries both in the developing world and in the industrialized world. During the period under review, UNRISD authors were drawn from 51 out of a total of 150 developing countries and 16 out of a total of 22 industrialized countries. What is more, an overwhelming majority of these authors were contracted only once. A few appeared twice. The number of authors who were contracted three or more times was only 12.[21]

This geographical dispersion of authors, however, conceals a country concentration among these authors. During the period 1996–2005, in the industrialized countries, 2 out of a total of 16 countries accounted for 63 per cent of contributions from authors based in the industrialized world. The overrepresented countries are the UK (135 contributions) and USA (101 contributions). The number of contributions from Denmark, Norway, Germany, France, and Spain, for example, is tiny. If we look at the developing world or the transition countries, the country concentration of authors is much less pronounced during the period 1996–2005, but it is significant. In these country-groups, 5 out of 51 countries account for 36 per cent of UNRISD authors: these five countries are Senegal, India, Malaysia, South Africa, and Mexico. In this context, it is worth noting that the country concentration of authors in the industrialized world has diminished during the period under review, although the UK and USA remain dominant as sources of authors.[22]

This overall picture of geographical dispersion combined with a country concentration in UNRISD authors is also reflected in the repeated use of a small number of UNRISD authors who were contracted three or more times. Of these 12 authors, five are based in the UK, three in the USA, one in the Netherlands, and one in each of three different countries of the South: India, Mexico, and Tanzania. During the period under review, these 12 persons, who constituted 1.8 per cent of the total number of UNRISD authors, contributed 7 per cent of the total number of UNRISD papers.

Everything considered, UNRISD networking still has a bias towards the UK and USA. Even in the second half of the period under consideration, 31.4 per cent of contributions to UNRISD publications were produced by authors based in these two countries.23. This fact of a narrow country concentration of authors, even if it is clearly diminishing, may account for the few critical responses we received

[20] In the years 1996–2000 the number of contributions by South/transition country authors to UNRISD publications was 94. In the years 2001–2005 it was 202. Cf table in Annex IX.

[21] Strictly, this number is based on statistics of UNRISD consultants, and covers consultants contracted three or more times.

[22] In 1996–2000, 25.4 per cent of publications were produced by UK-based authors, while in 2001–2005 it was 17.0 per cent, c.f. table in Annex IX.

[23] That these numbers also reflect the global reality is another matter. Some UNRISD authors may also have moved from developing countries and re-located in the UK and USA.

suggesting that UNRISD work draws upon "rounding up the usual suspects".[24] The broader picture, however, is reasonably good. It also reveals some success in the attempt to diversify in sources of authors. "Within UNRISD there is a pressure to diversity," one research coordinator told us, "a feeling that you should involve more people. UNRISD does represent a window of opportunity in terms of contacts and publications. It should be available to as many as possible."[25] We believe that these efforts at dispersion across countries and diversification among authors should continue.

7.4 Pros and Cons of the UNRISD Research Modes of Operation

Regarding mode one- the convening of exceptional scholars presenting papers on cutting-edge themes at exciting conferences –UNRISD is in a special and privileged position. The UN has considerable goodwill in academic circles. So does UNRISD. Taken together, the two are persuasive.

As for the general UNRISD mode of operation, where less well-known scholars from less privileged countries and universities are involved, and which results in original studies often from under researched corners of the world, it has obvious advantages, in terms of bringing forth new knowledge and in terms of representing a "window of opportunity" to less well-known scholars from the South and transition countries. There are, however, a number of risks and drawbacks: (a) outreach is limited by the research coordinator's knowledge and personal network; (b) when recruitment depends on previous publications, as is generally the case, the young not-yet-published scholars are not captured, and (c) this mode of recruitment is personalized and individualized, close to head-hunting in fact. It is characterized by a lack of transparency and the risk that local colleagues may feel that an old boys/girls network is in operation. What are the collective or institutional gains from this mode of operation?

An alternative way of doing things would be to issue an open call for contributions to a given project within a given country and a given field of expertise. This would be a more inclusive approach, minimizing risks of tension among colleagues and creating greater possibilities for sharing, and for discussion and debate. And it would be more transparent: equal opportunity for all, even if in the end only a few are chosen. The drawback of this model is the higher costs in terms of labour at the receiving end, i.e. the research coordinator who has to read through a lot of proposals before making a selection, and who cannot know if the researcher, who wrote a good proposal, will also be able to write a good paper.

The UNRISD headhunting model is surely more efficient in terms of getting the research done and the books produced. But if the idea is also to keep discussion going, provide UNRISD's research topics wider dissemination, and keep a network alive, then maybe the more transparent and inclusive approach should be considered. Even if it cannot be a substitute, it could complement the ongoing process of diversification.

Informal inquiries in academic circles have left the impression that researchers who have been part of UNRISD work are generally full of praise for the Institute, but a disturbing number of social science researchers who ought to know about UNRISD's work, are not even aware of its existence. More open and widespread calls for research proposals, and less exclusive modes of operation might help change this state of affairs.

[24] One respondent writes: "As with all networks [the UNRISD network] is based on some comfortable insiders (...) The pros are, of course, that things get done in an efficient manner, when people who are the *regulars*, who are known to be able to deliver, are drawn on all the time."

[25] Obviously the overall diversity is not reflected in each individual project/book, even if many books do display a wide range of authors from different countries. Some books – such as *Reclaiming Development Agendas*, which is based on papers presented at UNRISD's 40th anniversary conference, and is aimed at raising discussion more than at presenting empirical research – may be written mainly by West-based researchers. Others that focus on one particular part of the world may have a group of authors concentrated in that location.

7.5 Working Conditions for Research Coordinators

The life cycle of a project along the lines sketched above is normally two to three years. According to UNRISD research coordinators, running two projects at the same time is manageable, more is difficult. If projects multiply beyond this, the option is to work through external coordinators. Some projects, such as the ones on HIV/AIDS have been run almost entirely by external coordinators. In other cases, external coordinators have been contracted when projects have been too large, such as the Gender Equality report project, which co-opted three external coordinators.

The limits to the project coordination capacity of the UNRISD research coordinators are all the more understandable, considering that they are called upon to do quite a number of things in addition to project coordination. They are often involved in the projects connected to UN Special Events and in other UNRISD conference activity. In our evaluation period of 1996–2005, UNRISD has hosted an average of ten workshops and conferences per year. Some of these have been project-specific events, but many have had a more general scope. Researchers are also called upon to function in an advisory role to the UN at an average of about 10 times during any one year for each researcher.

Moreover, the research coordinators have to write up their own research for publication in peer-reviewed journals, and they are meant to be engaged in dissemination activities in relation to publications of already completed projects. According to UNRISD researchers, dissemination activities thus often suffer. When one book is published, the researcher/editor is already deeply involved in the next project, with no time to attend to dissemination of the results of already finished work. Only in rare cases – such as the project which produced the Gender Equality report – has project funding been large enough to employ a person full time for dissemination work, i.e. planning launches, or making dissemination material.

In our discussions with project coordinators, many noted that with increasing pressure for quantity of output in terms of edited volumes and published papers, the tension between being a research coordinator, processing and facilitating the research of others, and having time to do one's own research is also increasing. Some of the researchers/coordinators felt trapped in the coordinator's role, with little time for own research, and no time at all for fieldwork or for sabbaticals of any kind. To some extent this is an in-built tension, in so far as a good research manager must be a good researcher. But of course the tension grows with growing demands and ambitions.

Nevertheless, the impression one gets of UNRISD researchers is that they are all highly committed. Even if work pressures are high and time for internal socializing hard to find, they describe themselves as a team and a family. Similar feedbacks emerge from inquiries among UNRISD collaborators.[26]

7.6 Research Assistants, Interns, and Fellowships

Presently six research assistants are employed in the different programmes and projects at UNRISD. The system of employing research assistants is fairly new. It developed out of the intern system, when some interns found themselves staying on for longer than was actually permissible according to UN rules. UNRISD then decided to run the intern system strictly according to UN regulations. This means no funding and a maximum duration of six months, and to create research assistant positions.

The research assistants are employed as 'consultants', which means that they are not entitled to UN benefits and that the maximum employment period is two years. Research assistants are junior scholars with Master's degrees. Many research assistants are of great help to 'their' coordinators, but of course there is a limit to the extent to which they can act as research and discussion partners from the point of

[26] In the words of one respondent: "I appreciate the personal engagement of the UNRISD staff in their work: They are in this field because they are motivated by the substance – not just the salary, publication-recognition etc."

view of the programme coordinators. Occasionally research fellows, who bring their own money and apply for office space at UNRISD, visit UNRISD. Where research interests and orientation overlap, it may be a great asset for a programme coordinator to have a research fellow around. However, even if the research coordinators welcome the idea of more than one in-house researcher to run a programme, there are at the moment no openings for young researchers beyond Master's level at UNRISD.

Another pending issue is an organized, funded fellowship programme. A fellowship programme particularly geared to researchers from the developing countries and transition countries would strengthen UNRISD's relations with the fellow's institution and the research environment in that particular country. Apparently, a fellowship programme was brought up for discussion in the UNRISD Board in 2000. It was well received by the Board, but funding did not materialize and the idea fizzled out. Maybe the time has come to renew this idea?

7.7 Conclusions

The coherence of the UNRISD research agenda and the intellectual leadership of the research coordinators are impressive. These attributes give the Institute – in combination with the quality and quantity of its publications – a strong academic identity.

The research modes of operation – mode one with high-level conferences producing pieces for stimulating critical debate, and mode two which draws on a wide range of scholars worldwide for conducting research and producing relevant knowledge about less known corners of the world – are effective in terms of output. A truly impressive amount of books and papers is produced by UNRISD.

The weaknesses of these modes of operation are discernible. There is a lack of transparency and a risk of creating an aura of exclusiveness in the network of scholars. There is also a country concentration among authors that remains significant in spite of an attempt at diversification, which has met with reasonable success. The insiders are happy, but the outsiders – if at all they know what is going on – are not. We would suggest that UNRISD – at least in some projects – experiment with a more open, inclusive approach, in terms of widely circulated open calls for papers or proposals for certain projects. This approach is likely to be more work intensive and thus less effective in terms of published output. However, the chances are that it would produce gains in terms of general visibility of UNRISD and its research agenda. And it could also provide an important complement in the process of diversification.

Another weakness under present conditions is the tremendous pressure on research coordinators. We would suggest that UNRISD consider extension and diversification of research staff, for example, by creating middle- level positions for young professionals who could collaborate with research coordinators, be discussion partners in development of ideas, and supporters in peak periods of work such as arranging conferences, workshops and dissemination activities.

We suggest further that the idea of research fellowships, with a particular focus on researchers from the developing countries and transition countries, should be taken up again.

8. Finances

This chapter describes and analyses the financial situation of UNRISD during the period under review. First, it provides an overview of income and expenditure. Second, it analyses the financial problems and challenges. In conclusion, it makes some important suggestions about changing the nature and composition of UNRISD finances over time.

8.1 Income

UNRISD was established with a grant of US $ 1 million from the Government of the Netherlands. The UN-system did not contribute with financing, either then or later. Instead, the UN authorized UNRISD to receive contributions from other sources. Thus, fund-raising has been the Institute's modus operandi since it began life in the early 1960s. The annual finances derive from two main sources. The first, and most important, is core funding obtained from a small group of donor countries. The second consists of grants from different sources or donors for specific projects.

The trends in UNRISD finances, during the period under review, are presented in Figure 8.1 and Table 8.1. These show that the income of UNRISD increased from an average of $ 3 million per annum during 1996–2000 to $ 4 million per annum during 2001-2005. There was some occasional instability, rather than volatility, in income flows in a few years because of the lumpiness of project financing[27].

The core funding from donor countries constitutes around two-thirds of the financing of UNRISD per annum. In any event, UNRISD is dependent on benevolent donors. The 1997 evaluation urged the Institute and its Board to make special efforts to diversify financing, for example through a pledging conference with participation by governments and foundations. In our view, there have been some efforts in this direction over the past ten years.

The Board and the Director have approached several countries, both in industrialized and developing parts of the world, as well as international organizations. Nevertheless, over the past ten years, UNRISD has not succeeded in bringing about a significant diversification in its sources of financing.

Table 8.1 Composition of UNRISD Finances 1996–2005: in thousands of US dollars.

	1996	**1997**	**1998**	**1999**	**2000**	**2001**	**2002**	**2003**	**2004**	**2005**	**Total**
Core	1,378	1,551	1.789	2,023	2,283	2,168	2,434	2,730	2,441	2,643	21,530
Per cent	47.9	70.9	72.6	75.5	72.9	68.5	63.0	49.7	58.8	72.2	63.7
Project	1,234	400	524	483	562	850	1,146	2,601	1,439	882	10,120
Per cent	42.9	18.3	20.2	18.0	17,9	26,8	29.6	47.3	34,7	24.1	29.9
Other	265	236	186	173	285	148	286	163	271	137	2,151
Per cent	9.2	10.8	7.2	6.5	9.1	4.7	7.4	3.0	6.5	3.7	6.4
Total	**2,876**	**2,187**	**2,589**	**2,679**	**3,130**	**3,166**	**3,866**	**5,495**	**4,150**	**3,662**	**33,662**
Per cent	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0
Other funding*	504	198	213	183	155	57					

***** Funds (e.g. from the UNDP, UNDESA) managed directly or implemented through allotment issued to UNRISD

In spite of these continuing efforts, there are fewer countries contributing to core funding in 2005 than in 1996 (six as compared to seven countries) (Figure 8.2). Two countries have, at least temporarily, terminated their annual contributions to UNRISD: the Netherlands from 2004 and Denmark from 2005. In our understanding, this withdrawal must be understood in terms of administrative resource constraints of donors to handle small grants as well as changes in aid policy rather than as a reflection on the performance of UNRISD. Indisputably, this means a significant loss, as the Netherlands was the second largest donor country in 2000–2003 and the contribution from these two countries formed over one-fourth of total core funding in the period 1996–2003.

[27] An illustrative example of this was the War-torn Societies Project in the mid-1990s. It was set up in 1994 and completed as a project within UNRISD four years later. As the former Nordic evaluation team reported this single project created a balance problem towards other activities and funding within UNRISD. There was a risk of crowding out other priorities.

Figure 8.1 UNRISD Finances: 1980, 1985, 1990 and 1996–2005: in US dollars.

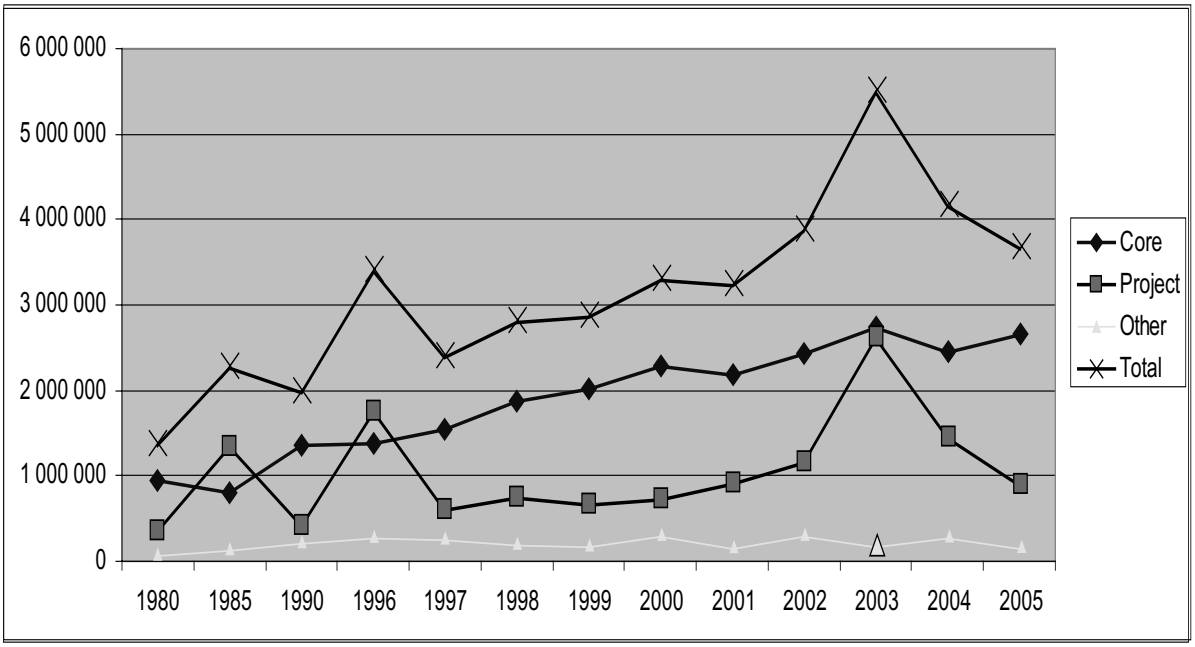
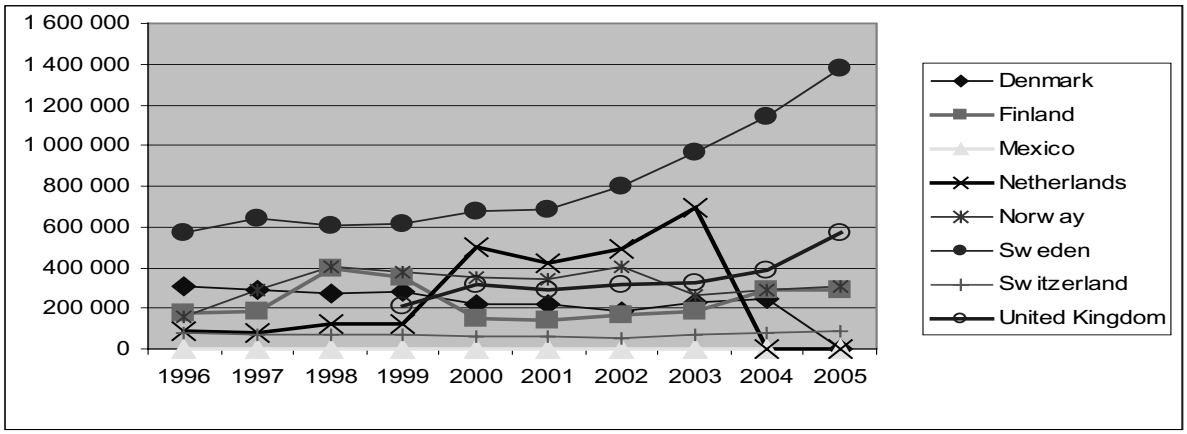


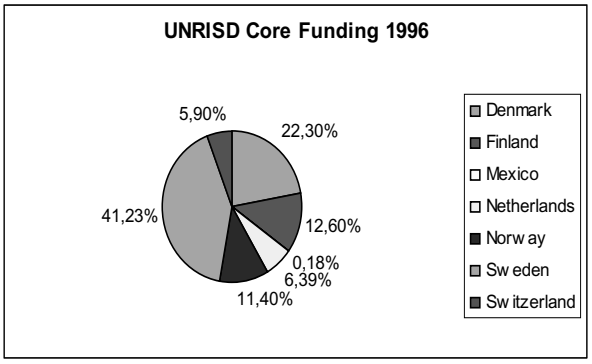
Table 8.2 Government Contributions to UNRISD Core Finances 1996–2005 (in thousands of US dollars) (*Amount indicated for year pledged)*

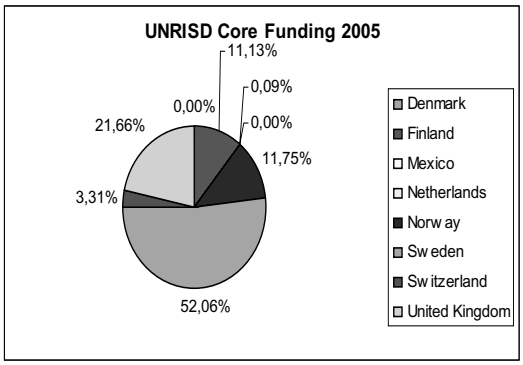
Donor country	**1996**	**1997**	**1998**	**1999**	**2000**	**2001**	**2002**	**2003**	**2004**	**2005**	**Total**	**%**
Denmark	307	289	276	279	223	223	186	227	248	0	2 258	10.5
Finland	174	183	397	350	149	143	165	182	292	294	2 329	10.8
Mexico	3	3	3	3	3	3	2	3	3	3	25	0.1
Netherlands	88	78	123	122	500	423	497	694	0	0	2 525	11.7
Norway	157	286	403	377	355	341	404	262	294	310	3 190	14.8
Sweden	568	646	611	618	677	690	803	965	1 139	1 376	8 093	37.6
Switzerland	81	66	67	67	58	58	56	70	82	88	692	3.2
United Kingdom	0	0	0	208	318	288	320	328	3 83	573	2 417	11.2
Total	**1 378**	**1 551**	**1 879**	**2 023**	**2 283**	**2 168**	**2 434**	**2 730**	**2 441**	**2 643**	**21 530**	**100.0**

8.2 UNRISD Core Funding by Donor Countries in US dollars



The United Kingdom has, on the positive side, joined the group of donor countries in 1999 and has for the two last years been second largest donor. Sweden has remained the most generous donor throughout these years and has increased its funding from around US$ 600,000 to around US$ 1.2 million per annum. Thus, at present, more than half the core funding comes from Sweden.





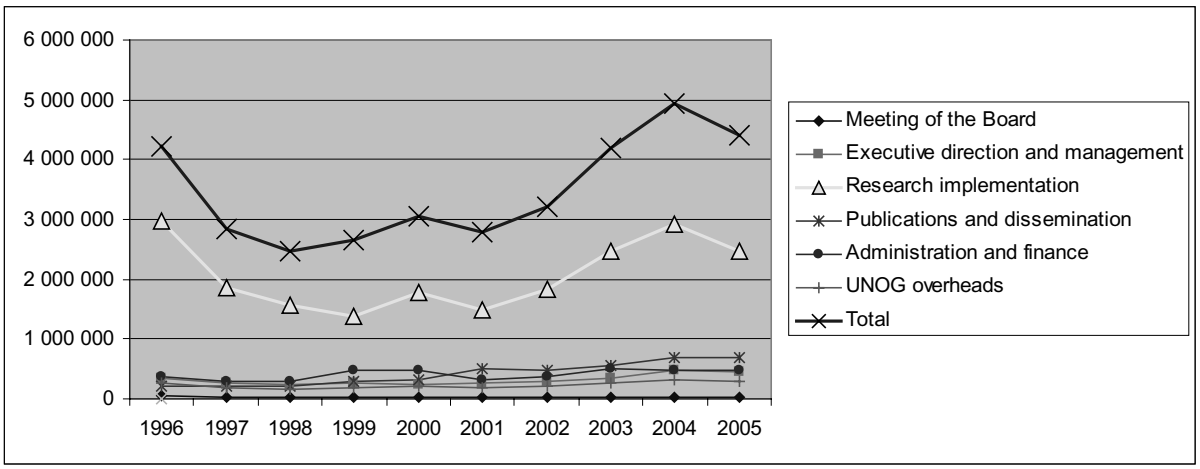
Project funds constituted 30 per cent of UNRISD's finances during the period under review. They were obviously an important, if not critical, source of financial support. It is also worth noting that the sources of project funding were significantly more diversified than those of core funding. The contributions came not only from donor countries but also from research foundations. They did fluctuate more from year to year reflecting the cyclical nature of project financing. Details of project finances are provided in Annex X.

We recognize that project financing requires considerable effort on the part of UNRISD to mobilize resources. This absorbs the time of professional staff engaged in research. On the other hand, it is also a mechanism that creates accountability and quality control.

8.2 Expenditures

The expenditure of UNRISD increased from about US $ 3 million per annum during 1996–2000 to about US $ 4 million during 2001–2005. These expenditure flows were uneven over time because of the lumpiness associated with project finances.[28]

Figure 8.3. UNRISD Expenditures 1996–2005 (in nominal US dollars)



During the period under review, the proportion of UNRISD expenditure devoted strictly to research activities decreased from 71 per cent in 1996 to 56 per cent in 2005. However, this trend should be

[28] The Institute's total expenditures dropped in mid-1990s when the War-torn Societies Project was terminated.

interpreted with some caution and needs some clarification. Research activities increasingly require dissemination and communication. The share of publications and dissemination in overall costs has consequently increased from 5 to 16 per cent between 1996 and 2005. This means an increase from roughly $ 200,000 to around $ 700,000 in the last two years (see details in Table 8.3).

Table 8.3 UNRISD Expenditures 1996–2005 (in thousands of US dollars)

Expenditure	1996	1997	1998	1999	2000	2001	2002	2003	2004	2005	Total	%
Meeting of the Board	42	23	16	29	24	25	23	35	26	29	272	0.8
Executive direction and management	336	272	230	265	248	268	290	344	467	457	3 178	9.1
Research implementation	2 981	1 861	1 564	1 390	1 786	1 486	1 843	2 474	2 929	2 480	20 178	58.0
Publications and dissemination	215	218	218	293	332	513	467	567	702	681	4 205	12.1
Administration and finance	379	295	304	490	472	321	373	493	480	466	4 073	11.7
UN Office Geneva overhead	264	173	148	189	203	179	210	274	322	288	2 250	6.5
Total	**4 217**	**2 842**	**2 480**	**2 656**	**3 066**	**2 792**	**3 206**	**4 187**	**4 926**	**4 401**	**34 773**	**100.0**

The expenditure on administration and management constituted a modest 10 per cent of total expenditure during the period under review. In addition, UNRISD pays an overhead charge of 7 per cent on all expenditures to the UN, or more precisely to the UNOG: the United Nations Office at Geneva. This covers office premises and some support services at the Palais des Nations in Geneva.

8.3 Problems, Constraints, and Choices

The preceding discussion leads us to some important concerns about the financial situation of UNRISD. The following four points are, in our view, of utmost concern. These problems need to be resolved if UNRISD finances are to become sustainable over time.

1. *Core funding is limited.* The share of core funds in total income fluctuated sharply but on average declined significantly during 2001–2005 in comparison with 1996–2000.

2. *Core funding is unstable.* Core funding is pledged by the donor countries on an annual basis except for funding from Sweden and the United Kingdom. These two countries have made pledges for three-year periods. Although the funding situation has improved, it is still unstable and unpredictable. It affects morale and makes management more difficult.

3. *Donor concentration is high.* One country provided 41 per cent of core funding in 1996. This percentage has increased to 52 per cent in 2005. If this donor withdrew or reduced its contribution, it would adversely affect UNRISD research activities.

4. *Project funding is vital.* Core funding covers most staff costs. Most costs for research activities beyond staff costs have to be met through project funding.

8.4 Cost-effectiveness

A professional research staff of seven persons, on average during 1996–2005, each with one research assistant and supported by 12 administrative and other support staff over the evaluation period has produced 69 books, 57 chapters in edited volumes, 35 articles in professional journals and close to 200 in-house papers with a budget of US $ 3.5 million per annum during the period under review. This, in our opinion, is cost-effective. It is borne out by figures on output per researcher per year of the current

staff: 0.7 articles in academic journals, 1.2 chapters in books, 0.4 books edited, 0.3 in-house papers, 0.4 newsletters and 0.6 other reports and policy briefs.

The allocation of resources between different programmes is, on the whole, appropriate in relation to the organization's mandate and current policy needs. Resource allocation is decided in part in accordance with priorities in the work programme. It also depends upon the availability of finances for specific themes. Funds are available more readily for some subjects than for others. Core finances can be used to redress the balance.

The allocation of resources between different activities is also, on balance, appropriate. The resources devoted to administration and management are modest. This is cost-effective as it should be.
The resources devoted to research are adequate. More would be better, for research is what UNRISD does. The resources devoted to dissemination have been increased. This is both necessary and desirable. But these resources need to be used in a manner that enhances impact.

Overall, we are impressed by how much relevant research UNRISD does, in spite of its limited resources. It is difficult to compare UNRISD with other institutions because we have not studied other institutions. In our view, UNRISD is cost -effective, particularly in research. Good value for little money.
But it is not cost-effective enough in dissemination.

8.5 Conclusions

UNRISD is cost-effective. Its research provides good value for money. In our view, the problem of financing of UNRISD has two dimensions: the magnitude of finances is not adequate and the nature of financing is not appropriate. It is clear that UNRISD needs more resources. Just as important, the finances need to be more stable and more predictable These issues must be addressed on a priority basis.

In the short term, we would suggest the following steps towards a sustainable solution. First, core finances should constitute at least two-thirds, and in an ideal world three-fourths, of total finances in order to reduce the relative importance of project finances. Second, concerned donors should commit core finances for a minimum period of three years and wherever possible for a period of five years. Third, it is essential to diversify sources of financing in order to diminish excessive dependence on a few donors.

In the long term, the ideal solution would be to create an endowment fund with contributions from donors. The income stream from this endowment should be sufficient to finance, say three years from now, starting in 2010, one-third of the total annual expenditure of UNRISD. Ultimately, say six years from now, starting in 2013, this income source from the endowment should be sufficient to finance one-half of the total annual expenditure of UNRISD. We would urge UNRISD, in particular its Director, Board, and donors, to make a special effort to realize this objective.

It must be said that, in our judgement, it is essential for the United Nations system to make a contribution to UNRISD finances. The institution has been in existence for more than four decades. It has established a reputation and carved out a niche in research on social development. It carries the imprimatur of the United Nations. Yet it depends almost entirely on donor finances and project financing for its activities. The time has come for the United Nations to correct this situation and contribute to UNRISD finances.

9. Conclusions and Recommendations

The evaluation of UNRISD reveals the strengths and weaknesses of the institution and its activities. A balance sheet of strengths and weaknesses constitutes a logical starting point for this concluding chapter, since evaluating the past is not an end itself. It is a means of learning from experience to shape the future.

The strengths of UNRISD should be highlighted. Its autonomy is an asset. Its independence is a real strength. It is a valuable bridge between the United Nations system and the academic world. It has provided important inputs for UN Summits and Conferences such as the Social Summit in 1995, or follow-ups: Copenhagen+5, Rio+10 and Beijing+10. It works at the intersection of disciplines in social sciences, which gives it a different edge. Its range and number of publications are impressive. Its standards, in terms of quality, are consistent and there is much that is commendable. It has produced pioneering work on some themes. Its research, sometimes innovative, sometimes provocative, sometimes different, makes an important contribution to the debate on development. The heterodox approach and the dissenting voice give it a special niche. It works on sensitive issues that the UN system is unwilling or unable to. It has an ethos that is conducive to research. Its staff has a sense of belonging, which makes for both commitment and motivation. It has mobilized talent and scholars from developing countries, to nurture quality, through its network. Its leadership, with a sense of vision and an eye for detail, has made a real difference over the past two decades.

The weaknesses of UNRISD must also be recognized. Its personnel policies are almost dysfunctional. The staff, whether professional or administrative, is employed on contract for one year at a time; and even the Director has a contract for two years at a time. In this situation, the commitment and the motivation of the staff are surprisingly commendable. Its finances, which are neither stable nor predictable, are a cause for concern. The magnitude of finances is not adequate. The nature of financing is not appropriate. Its size, in terms of human resources and physical infrastructure, is possibly below the critical minimum. Of course, small can be beautiful, but UNRISD is perhaps too small. Its cottage-industry scale inevitably constrains performance. Its efforts at dissemination leave much to be desired. UNRISD is not known enough in the outside world. And even where UNRISD is known, its work is not sufficiently recognized. It does not reach out as much as it should to civil society organizations and policy makers in governments. There is discernible stress among research coordinators who seek to combine their research pursuits with networking roles. At the same time, given its size, UNRISD is probably doing too much in terms of research and activities, which only adds to stress. Even though the milieu is informal and the size compact, there is probably not enough communication within and between professional staff, administrative staff and the management.

The strengths and weaknesses of UNRISD that emerge from our evaluation of its research and activities are not altogether new. Earlier evaluations have come to similar conclusions on some of these issues. The strategy for the future must obviously build on the strengths and eliminate the weaknesses. In doing so, it cannot be assumed that other things remain the same. The national context has changed almost everywhere. The international context has changed even more. Therefore, in evolving a strategy for the future, incorporating learning from the past must be combined with adapting to a changed context. The discussion that follows in this chapter is divided into two parts. The first is about learning from experience of the past at the institutional level. The second is about contemplating the future in the wider context.

9.1 Learning from Experience

It is, perhaps, appropriate to begin with a brief statement about what was done and what remained undone following the evaluation in 1997. This is simply a point of reference, which draws upon our analysis of UNRISD in the preceding periods. Thereafter, in this section, we draw together the conclusions that emerge from our evaluation of quality, relevance and impact of UNRISD research during the period under review. We also provide a summary assessment of the research process in UNRISD and the cost-effectiveness of UNRISD activities.

The 1997 evaluation team recommended that UNRISD should continue with its established methods of generating research ideas, developing research proposals, monitoring research quality and building research networks. In general, UNRISD followed these recommendations. And, on balance, the results have been good, in terms of the relevance, the volume and the quality of research output. In developing the research programmes for 2000–2004 and 2005–2009, the process of consultation with outsiders has been more extensive. In choosing research scholars, the process is not quite transparent or inclusive and has continued to be much the same. The publication process, through commercial publishers and in academic journals, continues to provide an independent scrutiny and control of the quality of research output. The mechanisms for quality control for in-house publications have also been strengthened partly in response to prompting by the Board. The method of doing research through networks of scholars, which began life earlier, has been consolidated. And it continues to be effective as a system that delivers, even if it is not open to those outside the networks.

The evaluation in 1997 was concerned that UNRISD's outreach was less than satisfactory. It recommended that the publications policy should be reviewed, that UNRISD should tailor publications to different categories of readers, and that co-publication with Third World publishers should be explored. UNRISD did make some efforts but met with little success. Outreach and dissemination remains a problem. Consequently, UNRISD is little known in the international research community outside a narrow group of development specialists. The evaluation in 1997 was also concerned that UNRISD should not venture into capacity-building in developing countries. It has not done so in the conventional sense of imparting training or assistance, but it has performed a valuable role by mobilizing and utilizing the growing research capacities in the developing world. The primary concern of the evaluation in 1997 was that UNRISD finances were unstable and insecure. Some efforts were made as follow-up but the situation remains much the same. Of course, the persistence of this problem may be attributable to factors beyond the control of UNRISD.

9.1.1 Quality

The range and number of UNRISD publications, during the period under review, are indeed impressive. And, on the whole, the quality of UNRISD research has ranged from good to excellent.
The standards in terms of quality are quite high and reasonably consistent. Of course, the quality cannot be uniform across projects and over time. It ranges from the excellent through the competent to the average. However, almost everything conforms to minimum standards. And there is much that is commendable.

The frequency of publication is, on the whole, impressive. During the period under review, UNRISD published 6.9 books per annum, 3.5 articles in academic journals per annum and 5.7 chapters in edited volumes per annum. It is worth noting that the books are mostly anthologies in which most of the contributors, even editors, were outsiders, but UNRISD staffs were always the coordinators, sometimes the editors and often among the authors. The articles in journals and chapters in books refer to the output of UNRISD staff alone. On average, UNRISD professional staff per person published one article in journals every 2.03 years and one chapter in edited books every 1.25 years. Bibliometric analysis suggests that publications by UNRISD and its staff performed, at best, modestly, in terms of citations and should have done better.

UNRISD research has thematic cohesion and clear direction. It has a rich empirical tradition. It asks interesting questions. It examines unexplored problems. It is critical of conventional wisdom. It provides space for heterodox views. It articulates a dissenting voice. It was a pioneer in research on social indicators, ethnic conflict and sustainable development. It continues to be a pioneer in its research on social policy, gender and conflict in the wider context of development. These attributes of research at UNRISD are also an important dimension of quality.

9.1.2 Relevance

It is clear that, in terms of relevance, UNRISD research is definitely usable. But we know little about its actual use. And it is exceedingly difficult, if not impossible, for us to say anything about utility in terms of outcomes. The relevance of its research agenda for the United Nations system is apparent from the choice of themes. The selected themes, as also its priorities, are in conformity with the mandate of UNRISD. The contribution of UNRISD to the preparatory and follow-up work for UN Summits provides further confirmation. The relevance was probably diminished because dissemination, on the part of UNRISD, even in the UN system was not good enough. For civil society organisations, the potential, in terms of relevance, was not realised because most UNRISD research was not available to them in a form or language that was easily accessible and directly usable. The same was probably true for policy makers in governments. For the academic world, UNRISD research was thought of as relevant for individuals and institutions engaged in teaching or research on development studies, gender studies and sociology.

In our view, however, relevance should not be interpreted in a narrow sense. In the wider context, it needs to be said that ideas are, perhaps, among the most important contribution of the UN system. And UNRISD research has made pioneering contributions to work on social indicators, structural adjustment, transition economies, conflict, social policy, and gender. There can be no doubt that this work has been relevant to the concerns of the United Nations, even if the results of the research have been used less than they might have been, as is often the case with research institutions. It is also important to recognize that research, which questions old ideas and brings new ideas has an inherent relevance in terms of potential. From this perspective, the necessity or wisdom of coherence and consolidation in research, ostensibly for relevance, is questionable. Small can be beautiful. Competition in research is good. Diversity and pluralism matter. What is more, too much coherence in ideas can be dangerous, leading to thinking in lock-step, even dogmatism. We believe that it is vital for the UN system to have a diversity of research institutions if policy-debate and decision-making is to be the best possible in a complex world.

9.1.3 Impact

We think that UNRISD research has probably had far more impact on the UN system and on academia than on civil society organizations or policy makers in governments. This differential impact may not have been entirely unintended. In our evaluation of impact, on the whole, there is a positive and a negative dimension. The plus is that UNRISD's choice of themes and subjects for research has kept key issues on the agenda. The minus is that UNRISD is not known enough and, even where it is known, it is not recognized enough. We stressed at the outset that impact depends only in part on what UNRISD does after publication and in part on how others respond. Therefore, UNRISD can, at best, facilitate the process of dissemination. It is probably not doing enough in this sphere. The reasons could be that there are resource constraints, time constraints, and talent constraints. It could and should do more.

UNRISD is probably allocating sufficient financial resources to dissemination, but the actual outcomes are not effective. The time has come for it to rethink its strategy. Its publications should be readily available and easily affordable, particularly in the developing world. Its website and Internet must be put to optimum use. For enlarging access through simplicity of text and brevity of language, UNRISD

should engage persons with specialised talents to write short briefs on its publications in a language that is simple and in a form that is attractive for readers. It must be recognized that researchers or administrators in UNRISD cannot perform this role. But there is another role that they can perform. UNRISD should take the lead in organising meetings to present its research to the United Nations in New York. The profile of the institution, in terms of visibility and outreach, matters. UNRISD must pay more attention to its profile. This is bound to increase the probability of a stronger impact.

9.1.4. Process

The modus operandi in UNRISD, which determines the choice of programmes, themes, projects and authors, is well established in terms of process and outcomes. There are two models. For generating new ideas or developing research themes, there are high-level conferences that produce think pieces. For doing the research, there is a network of scholars. The method is effective. The research gets done. The volume is impressive. And the quality is good. There are, however, some weaknesses in this mode of operation that are discernible.

The essential problem is that the system is not quite transparent and not conducive to inclusion. This is characteristic of networks. The insiders are happy. The outsiders are not. Given the constraints of the network system, the geographical dispersion of the authors is good, as is the distribution of authors between industrialized and developing countries. However, there is a country concentration among authors. During the period under review, just two countries, out of a total of sixteen countries, accounted for 63 per cent of authors located in industrialized countries and only five countries, out of a total of fifty-one countries, accounted for 36 per cent of authors located in developing countries. This concentration has diminished considerably in the past decade as a consequence of an attempt at diversification but it remains significant. More needs to be done.

We would suggest that UNRISD should, at least in some projects or in some conferences, experiment with a more inclusive approach that invites scholars, through an open call, to submit proposals or submit papers. Even if this were less effective in terms of output, it would produce many other benefits through wider participation and greater visibility. Of course, this cannot be a substitute for the established practice, but it could be a valuable complement in the process of diversification.

The related problem is that the management of the network of scholars across countries does create both pressure and stress among research coordinators. The difficulties are accentuated because the number of professional staff, who function as both researchers and coordinators, is rather small. There is a clear need for an expansion of research staff in terms of numbers and a diversification of research staff in terms of levels.

9.1.5 Finances

UNRISD is cost-effective. Its research provides good value for money. In our view, the problem of financing of UNRISD has two dimensions: the magnitude of finances is not adequate and the nature of financing is not appropriate. It is clear that UNRISD needs more resources. Just as important, the finances need to be more stable and more predictable. These issues must be addressed on a priority basis.

In the short term, we would suggest the following steps towards a sustainable solution: core finances should constitute a larger proportion of total finances and should be committed by donors for longer periods, while the excessive dependence on a few donors must be reduced. We return to this issue in thinking about the future.

In the long term, the ideal solution would be to create an endowment fund with contributions from donors. The income stream from this endowment should be sufficient to finance, say three years from now, starting in 2010, one-third of the total annual expenditure of UNRISD. Ultimately, say six years from now, starting in 2013, this income source from the endowment should be sufficient to finance one-

half of the total annual expenditure of UNRISD. We would urge UNRISD, in particular its Director, Board, and donors, to make a special effort to realize this objective.

It must be said that, in our judgement, it is essential for the United Nations system to make a contribution to UNRISD finances. The institution has been in existence for more than four decades. It has established a reputation and carved out a niche in research on social development. It carries the imprimatur of the United Nations. Yet it depends almost entirely on donor finances and project financing for its activities. The time has come for the United Nations to correct this situation and contribute to UNRISD finances.

9.2 Contemplating the Future

In shaping the future of UNRISD at a macro level in a wider context, there are two important points of departure. First, it must be recognized that correctives are necessary but cannot be sufficient because the whole is different from the sum total of the parts. Second, it is necessary to be ambitious, even if modesty is a virtue, because influence is a function not only of credibility but also of visibility.
We believe it is time to reflect on the future of UNRISD in the wider context and in a longer -term perspective. Some suggestions are outlined below. These are illustrative rather than exhaustive.
Yet, taken together, these outline our thinking about UNRISD in times to come.

It is imperative for UNRISD to rethink its strategy for dissemination. Improvements at the margin or correctives in methods can only bring limited dividends. These cannot suffice because dissemination in UNRISD needs a big leap forward. Its research profile must become more visible. Its publications should be readily available and easily affordable, particularly in the developing world. Its website and the Internet must be put to optimum use. Brevity of text and simplicity of language are perhaps the two most important attributes for the purpose of access and from the perspective of impact. This is going to need special efforts in terms of resources and specialized persons in terms of talents. The time has come to think big in this sphere.

The problem of finances needs to be addressed on a priority basis. In our judgment, a sustainable solution in the medium term has three dimensions. First, core finances should constitute at least two-thirds, if not three-fourths, of total finances so as to reduce the relative importance of project finances. Second, concerned donors should commit core finances for a minimum period of three years and wherever possible for a period of five years. Third, it is essential to diversify sources of financing so as to diminish excessive dependence on a few donors. In the long term, the ideal solution would be to create an endowment fund with contributions from donors. And the income stream from this endowment should ultimately be sufficient to finance one-half of the total expenditure of UNRISD.

There is a clear need for UNRISD to move away from its cottage-industry scale. The number of professional staff, at eight persons, is much too small. It could and should double over time. Much of the increase should be in the missing middle because there is nothing between the categories of research coordinators and research assistants. UNRISD desperately needs this middle level of younger professional staff. We recognize that there are resource constraints and talent scarcities. But these can be overcome. The increase can also be phased over time, to strike a balance in terms of the mix, in specializations and in countries-of- origin. Such persons should be appointed for a specified tenure, say five years, to move elsewhere thereafter. And these young professionals could become a source of intellectual renewal, as also creativity, in UNRISD, so that the institution will not age with its professional staff. That danger always lurks in small institutions.

The research milieu would obviously benefit from more professional staff. This can and should be strengthened further by developing a programme for research scholars from outside to visit UNRISD for specified, yet flexible, short periods. Such visitors could be a suitable mix of distinguished academics who might spend one month at UNRISD, young promising academics who might spend three months,

even younger post-doctoral fellows who might spend three to six months, and Ph.D. students who might spend six months. The resources needed for such a visitors programme would be modest. In each group, a budget provision for one-person-year would make it possible to bring 12 distinguished academics, 4 young promising academics, 2–4 post-doctoral fellows and 2 PhD students to UNRISD as visitors every year. This suggestion is modular. It can be easily multiplied. It can also be flexible between groups over time. Therefore, it would be a cost-effective method of enriching the research milieu at UNRISD. The possibilities of learning from each other, in this institutionalized process, are considerable.

UNRISD has done valuable research. But it should endeavour to increase the proportion of innovative research in its programme. In doing so, it should stay with its niche. In other words, it should not attempt to reinvent the wheel. Nor should it endeavour to do what university departments and academic institutions do. It should, instead, continue to work at the intersection of social science disciplines, with a focus on less studied and less fashionable subjects. In the pursuit of this objective, the process of choosing themes for research can be invigorated and enriched by inviting distinguished scholars from academia, senior persons from the UN system, selected representatives of civil society organizations, and a few policy makers from governments, to brain-storming meetings that might chart new directions. At present, such meetings are few and far between.

UNRISD must endeavour to preserve and nurture its autonomy. It is this essential attribute that enables such a small institution to question conventional wisdom, examine unexplored problems, work on sensitive issues, develop heterodox views, and articulate a dissenting voice. In this critical role, UNRISD deserves strong support from the UN system. Such support is needed at different levels.
The UN system should do whatever is needed to preserve the autonomous space and the independent voice of UNRISD. At the same time, it should engage in a more interactive mode with UNRISD.
By doing so, it can enhance the policy orientation and social relevance of UNRISD research. Simultaneously, it can mobilize research talents from outside, through UNRISD, for the benefit of the UN system.

In contemplating its future research agenda, we would urge UNRISD to interact more with the concerned stakeholders and its constituencies. This is a critical, yet simple, litmus test for its continued relevance and possible impact. Similarly, in introducing changes in its research agenda, it is important to strike a balance between the old and the new, with some attention to the innovative as a catalyst. Sometimes, as circumstances or situations change, there could be a temptation to launch into big-bang changes, particularly if research on old issues is tiring while research on new issues is exciting. But it is important to remember that learning by doing and the development of capabilities, require time and resources. Therefore, in evolving the research agenda of UNRISD, we would suggest continuity with change and stability with renewal.

Appendix 1. Terms of Reference

Background

The United Nations Research Institute for Social Development (UNRISD) was established in 1963 to conduct research in the social sciences relevant to social development. Being part of the UN system but autonomous in its decision and operation gives UNRISD both stability and independence but also provides it with a unique opportunity to influence policy at the highest international level. The Nordic countries have been major supporters of UNRISD for a long time. From time to time it is necessary to make an assessment of the support to the organisation to make sure that the funds made available to the organisation are used to maximum effect and impact. A comprehensive evaluation of UNRISD was done in 1997 jointly by the four Nordic countries (Denmark, Finland, Norway and Sweden) resulting in the report "No state of disarray: An evaluation of the United Nations Research Institute for Social Development (UNRISD)". The 1997 evaluation covered the period 1991 to 1995. This evaluation is again planned to be a joint Nordic exercise. Recent developments in the UN to review the mandates of the various research and training institutions within the UN system including that of UNRISD put this evaluation in a much broader context (Mandating and delivering: analysis and recommendations to facilitate the review of mandates, Report of the Secretary-General, 30 March 2006).

General Objective of the Current Evaluation

The evaluation should assess the relevance, quality, impact and cost-effectiveness of UNRISD in the past decade. The evaluation should make use of the 1997 evaluation as point of departure. It should consider where the organisation was 10 years ago, the strengths, weaknesses and challenges identified then and the recommendations made by the evaluation team. To what extent has the organisation built on its strengths? To what extent has the organisation addressed shortcomings and weaknesses? To what degree have recommendations been followed and what gains have been achieved? No doubt, during the past 10 years the organisation have faced new challenges, constraints and opportunities and the evaluation should assess those new environments and how the organisation have dealt with them. The evaluation team is expected to cover the activities of UNRISD in its full breadth and depth and the dynamics of change. As the period to be covered is sufficiently long the team should make a concerted effort to assess the impact of the organisation's activity on the policy debate and policy making within the United Nations System and beyond with concrete and verifiable examples and indicators.

Specific Objectives

1. *Relevance of UNRISD's research:* The evaluation should review the mandate of UNRISD and its role within the UN system in the context of new realities and changes taking place. The relevance of UNRISD as both a generator of new knowledge and ideas and also as a contributor towards evidence-based policy making in the UN system should be analysed. The relevance of UNRISD's research can be considered along three dimensions: usability, actual use and utility.

2. *The research process:* Research agenda setting (inputs from institutions in the UN system like UNU/WIDER and other UN organs as well as external influences) should be analysed. The selection of researchers (the mechanism as well as the outcome with respect to geographic, linguistic, gender profile of researchers), implementation of research projects, quality assurance mechanisms and dissemination modes should be evaluated with regard to appropriateness, transparency and effectiveness. The extent of cooperation of UNRISD with other international and regional social science research networks and its indirect contribution to research capacity building in developing countries

should be assessed. The role of resident research coordinators (research administration versus intellectual guidance of research programmes and the balance thereof) should be assessed.

3. *Quality of UNRISD's research:* The wide variety of publications by UNRISD (books, program papers, major reports and policy briefs) should be evaluated based on a representative sample of types of publication and themes. Appropriate internationally recognised quality measures and indicators similar to those used in the 1997 evaluation combining reviews of UNRISD publications in professional journals and bibliometric indicators could be utilised.

   a. Particular attention should be given to publications within major UNRISD research areas (Gender, Social policy, rural livelihood and land reform, public sector governance and corporate social responsibility)

   b. The team should use experts at the cutting edge of research in each of the selected themes to assist it in the evaluation of the quality of selected publications

4. *Impact of UNRISD's research:* The team should asses both short and long term impacts of UNRISD's research and related activities. Specifically,

   a. To what extent has UNRISD's research influenced policies in the UN system with particular references to UN conferences and/or policy processes such as the review conference on the 1995 Social Summit (Copenhagen +10)

   b. To what extent research undertaken under the auspices of UNRISD had had impact on regional and national policies?

   c. To what extent has UNRISD's material and publications been used in teaching, training and research in academic institutions (shaping future policy makers and thinkers)?

   d. To what extent are UNRISD publications used by civil society organisations

5. *Efficiency and cost effectiveness of UNRISD activities:* Is the allocation of resources between different programs appropriate in relation to the organisation's mandate and current policy needs? Is the allocation between different activities (administration and management, program coordination, research, publication, dissemination) appropriate? Are the level of costs of the different types of activeties and programmes (ex. The Gender Report, the programme on social policy and development) reasonable compared to the costs in similar institutions for similar programmes? Does the volume of UNRISD output (number of publications, including peer reviewed papers and books) compare favourably with that of comparable research organisations (in terms of size/budget)

6. *Other issues:* Interaction between donors and UNRISD, types and sources of funding, sustainability.

In all the dimensions of UNRISD's work to be evaluated the evaluation team should not be limited to assessment and evaluation of past experiences, achievements and weaknesses but it should also be forward-looking. Concrete and operational recommendation for improving and enhancing the organisation's work are expected from the evaluation.

Implementation

- The Team will consist of Deepak Nayyar (Team Leader, Jawaharlal Nehru University, New Delhi), Sten Johansson (Stockholm University), Tapio Salonen (Växsjö University) and Signe Arnfred (Nordic Africa Institute). The team will meet at Sida in Stockholm 11 April 2006 to develop an evaluation framework, a work plan and distribute tasks among its members but also to exchange views on the evaluation work with Nordic representatives and UNRISD.

- The evaluation will be based on all relevant UNRISD documents and publications, interviews with UNRISD staff and management, UNRISD board and advisory bodies, relevant UN bodies, consultation with selected regional organisations, researchers and research/academic institutions. UNRISD will provide all the necessary documents, publications, contact details to persons, bodies and institutions selected by the team to be interviewed or consulted
- The first part of the report covering relevance and if possible quality will be submitted by 15 September and the second part covering all remaining issues in the terms of reference will be submitted by 31 October. The team will present the consolidated report in early November in Stockholm. The final report will be submitted latest by 15 November.

Administration

All contractual and administrative matters regarding this evaluation will be handled by UNRISD. Travel arrangements for the team will be made and paid by UNRISD. However, scheduling of visits and meetings will be the responsibility of team members jointly or individually as the case may be. The Team Leader is responsible for coordinating the team's work and the writing-up of draft and final reports.

Appendix 2. List of Persons Consulted

Academics, Civil Society, International Organizations and Policy-makers

1. Adesina, Jimi: Professor, Rhodes University, South Africa
2. Agarwal, Bina: Professor of Economics, Institute of Economic Growth, University of Delhi, India
3. Ampofo, Akosua Adomako: University of Ghana, Accra
4. Andre, Gunilla: University of Stockholm, Sweden
5. Anderskov, Lars: Mellemfolkeligt Samvirke, Denmark
6. Arizpe Lourdes: Chairman of the UNRISD Board, Professor, National University of Mexico
7. Beckman, Björn: Professor Emeritus, University of Stockholm
8. Blyth-Kubota, Fiona: Human Rights Officer, Minority Rights Unit, Office of the United Nations High Commissioner for Human Rights, Geneva
9. Buur, Lars: Danish Institute for International Studies, Copenhagen
10. Chang, Ha-Joon: Reader, Faculty of Economics, University of Cambridge
11. Carlsson, Barbro: Director, Division for Human and Sciences for Social Development, Department for Research Cooperation, Swedish International Development Cooperation Agency, Stockholm
12. Cruz, Adrienne: Head, Gender Bureau, International Labour Office, Geneva
13. Desai, Nitin: Former Under-Secretary-General, United Nations Department of Economic and Social Affairs, New York
14. Dommen, Ed: Geneva International Academic Network, Geneva
15. Eade, Deborah: Editor, Development in Practice, Monnetier, France
16. Emmerij, Louis: Co-Director, UN Intellectual History Project and Senior Research Fellow at the Graduate Centre, City University, New York
17. Erikson Robert: Swedish Institute for Social Research, Stockholm University, Stockholm
18. Fisher, John: Co-Director, Allied Rainbow Communities (ARC) International, Geneva
19. Floor, Malika: Senior Regional Advisor, Europe Bureau, Office of the United Nations High Commissioner for Refugees, Geneva
20. Frederiksen, Bodil Folke: University of Roskilde, Denmark
21. Gallin, Dan: Chair, Global Labour Institute, Geneva
22. Ghai, Dharam: former UNRISD Director
23. Ghose, Ajit: Employment Analysis and Research, International Labour Office, Geneva
24. Gibbon, Peter: Senior Researcher, Danish Institute for International Studies, Copenhagen, Denmark
25. Godana, Tekaligne: Research Advisor, Division for Human Sciences for Social Development, Department for Research Cooperation, Swedish International Development Agency, Stockholm

26. Gontard, Jean-Pierre: Vice Director, Graduate Institute of Development Studies, Geneva
27. Gore, Charles: Senior Economic Affairs Officer, Programme on Globalization and Development Strategies, United Nations Conference on Trade and Development, Geneva
28. Gould, Jeremy: Research fellow, Institute of Development Studies, University of Helsinki
29. Gouws, Amanda: Professor, Department of Political Science, University of Stellenbosch, South Africa
30. Harriss-White, Barbara: Professor of Development Studies, University of Oxford, UK
31. Hassim, Shireen: Associate Professor, University of the Witwatersrand, Johannesburg
32. Hayter, Susan: Senior Specialist, EMP/Multinational Enterprises, International Labour Office, Geneva
33. Hedborg, Anna: Director-General, Ministry of Social Affairs, Stockholm
34. Hendricks, Fred: Head, Department of Sociology, Rhodes University, South Africa
35. Jelin, Elizabeth: Senior Researcher, CONICET (Consejo Nacional de Investigaciones Cientificas y Tecnicas), Buenos Aires
36. Jolly, Richard: Co-Director, UN Intellectual History Project, Institute of Development Studies, Brighton
37. Jomo, K.S.: Assistant Secretary-General, United Nations Department of Economic and Social Affairs, New York
38. Khiati, Mostafa : Professor, Fondation Nationale pour la promotion de la sante et le developpement de la Recherche Medicale et scientifique (FOREM), Algeria
39. Khor, Martin: Director, Third World Network, Penang, Malaysia
40. Kirkegaard, Ane: Professor, Peace and Conflict Studies, University of Malmö, Sweden
41. Korpi, Walter: Professor, Swedish Institute for Social Research, StockholmUniversity
42. Lazreg, Marnia: Gender Equity Project and Assistant Professor. City University New York
43. Lee, Eddy: Senior Advisor, Policy Integration Department, International Labour Office, Geneva
44. LeGrand, Julian: Professor, Department of Social Policy, London School of Economics, London
45. Lewis, Patricia: Director, United Nations Institute for Disarmament Research, Geneva
46. Low, Patrick: Director, Research Division, World Trade Organization, Geneva
47. Mehta, Pratap: President, Centre for Policy Research, New Delhi
48. Miller, Anthony: Economic Affairs Officer, Enterprise Policies and Corporate Governance, United Nations Conference on Trade and Development, Geneva
49. Morrell, Robert: University of Kwazulu Natal, South Africa
50. Murshed, Mansoob: Professor, Economics of Conflict and Peace, Institute of Social Studies, The Hague
51. Olsson, Berit: Director, Department for Research Cooperation, Swedish International Development Agency, Stockholm

52. Oltorp Anna-Maria: Deputy Director, Division of Human and Sciences for Social Development, Department for Research Cooperation, Swedish International Development Agency, Stockholm

53. Ocampo, Jose Antonio: Under-Secretary-General, United Nations Department of Economic and Social Affairs, New York

54. Papola, T.S.: Director, Institute for Studies in Industrial Development, New Delhi

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63. Sachs, Ignacy: Professor, Ecole des Hautes Etudes en Sciences Sociales, Paris

64. Schlyter, Ann: Professor, Centre for Global Gender Studies, Göteborg University, Göteborg

65. Silberschmidt, Margrethe: Institute of Public Health, University of Copenhagen

66. Stewart, Frances: Professor, Department of International Development, University of Oxford, Oxford

67. Somavia, Juan: Director General, International Labour Office, Geneva

68. Sow, Fatou: Professor, Institut fondamental d'Afrique noire (IFAN), Dakar

69. Tandon, Yash: Executive Director, South Centre, Geneva

70. Therkildsen, Ole: Danish Institute for International Studies, Copenhagen

71. Tsikata, Dzodzi: Deputy Head, The University of Ghana, Accra

72. Undie, Chichi: African Population and Health Research Center (APHRC), Nairobi

73. Van der Hoeven, Rolph: Director, International Policy Group, International Labour Office, Geneva

74. Vuorela, Ulla: Professor, University of Tampere, Finland

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Appendix 3. UNRISD Projects 1996–2005

1996–2000

Business Responsibility for Environmental Protection in Developing Countries, 1997

Culture and Development, 1996–1997

Emerging Mass Tourism in the South, 1997–1999

Gender, Poverty and Well-being, 1997–2000

Geneva 2000: The Next Step in Social Development, 1998–2000

Globalization and Citizenship, 1996–1998

Grassroots Initiatives and Knowledge Networks for Land Reform in Developing Countries, 1997–2000

Neoliberalism and Institutional Reform in East Asia, 1999–2002

Public Sector Reform and Crisis-Ridden States, 1998–2001

Social and Political Dimensions of Environmental Protection Programmes and Projects, 1994–1997

Social Development and Public Policy, 1995–1997

Technical Co-operation and Women's Lives: Integrating Gender into Development Policy, 1992–1998

Urban Governance: Social Integration at the Grassroots: The Urban or "Pavement" Dimension, 1994–1996

Vulnerability and Coping Strategies in Cambodia: Food Security 1995–1997

War-torn Societies Project, 1994–1998

2000–2005

Ageing, Development and Social Protection, 2001–2003 (SE)

Agrarian Change, Gender and Land Rights, 2000–2002 (SPD)

Civil Society Strategies and Movements for Rural Asset Redistribution and Improved

Livelihoods, 2000–2003 (CCSM)

Commercialization of Health Care: Global and Local Dynamics and Policy Responses, 2002–2004 (SPD)

Commercialization, Privatization and Universal Access to Water, 2003–2005 (SPD)

Community Responses to HIV/AIDS, 2003–2006 (SPD)

Ethnic Structure, Inequality and Governance of the Public Sector, 2002–2004 (DGHR)

Evolving Agricultural Structures and Civil Society in Transitional Countries: The Case of Central Asia, 2002–2003 (CCSM)

Gender and Social Policy, 2002–2005 (SPD)

Gender Justice, Development and Rights, 2000–2002 (DGHR)

Global Civil Society Movements: Dynamics in International Campaigns and National Implementation, 2004–(CSSM)

Globalization, Export-Oriented Employment for Women and Social Policy, 2000–2002 (SPD)

HIV/AIDS and Development, 2000–2002 (SPD)

Improving Research and Knowledge on Social Development in International Organizations, 2000–2002 (SE)

Information Technologies and Social Development, 2000–2005(TBS)

Macroeconomics and Social Policy, 2002–2005 (SPD)

Policy Report on Gender and Development: 10 Years after Beijing, 2003-2005 (SE)

Politics and Political Economy of HIV/AIDS, 2003–2005 (SPD)

Promoting Corporate Environmental and Social Responsibility in Developing Countries, 2000–2003 (TBS)

Racism and Public Policy, 2000–2001 (ICC)

Rethinking Development Economics, 2001–2003 (SE)

Social Policy and Democratization, 2004–2005 (SPD)

Social Policy in Late Industrializers: A Comparative Study of Latin America, 2002–2004 (SPD)

Social Policy in Late Industrializers: Social Policy and Development Outcomes in the Middle East and North Africa, 2002–2004 (SPD)

Social Policy in Late Industrializers: Sub-Saharan Africa and the Challenge of Social Policy, 2002–2005 (SPD)

Social Policy in Late Industrializers: The Nordic Experience, 2002–2004 (SPD)

Social Policy in Late Industrializers: Transforming the Developmental Welfare State in East Asia, 2002–2004(SPD)

Social Policy, Regulation and Private Sector Involvement in Water Supply, 2005 (SPD)

Survey of Transnational Companies' Support to National Responses to HIV/AIDS, 2002–2003 (TBS)

Technocratic Policy Making and Democratization, 2000–2003 (DGHR)

UN World Summits and Civil Society Engagement, 2003–2005 (CCSM)

UNRISD's Contribution to Istanbul+5: Follow-up to Habitat II, 2000–2005 (SE)

UNRISD's Contribution to Rio+10: The World Summit on Sustainable Development, 2002 (SE)

Urban Governance, 2000–2002 (DGHR)

Appendix 4. UNRISD Conferences, Seminars and Workshops 1996–2005

1996

War-torn Societies Project, Eritrea. National workshops, Asmara, 7 February and 5-6 December.

War-torn Societies Project, Mozambique. National workshops, Maputo, 21 February and June.

Social and Political Dimensions of Environmental Protection Programmes and Projects in the Philippines, UNRISD/University of the Philippines, Workshop, Los Banos, 16–17 April.

Gender Dimensions of Ugandan Agricultural Policies. National workshop, Technical Co-operation and Women's Lives Project, Kampala, 3–4 May.

Volunteer Action and Local Democracy: A Partnership for a Better Urban Future. International workshop, Kumburgaz, Turkey, 27–30 May.

Social Development and Public Policies. CIDA/UNRISD/IDRC Seminar, Hull, Quebec, 30–31 May

Local Democracy in Eight Cities, Part I: Successes and Failures; Part II: Possible Futures. NGO Forum, Habitat II, Istanbul, 3 June.

Building Local Democracy with Citizen Planners: Experiences in Action Research with Low-Income Communities. NGO Forum, Habitat II, Istanbul, 4 June

Experiences in Building Local Democracy: Case Studies from Chicago, East St. Louis, Ho Chi Minh City, Jinja (Uganda), Johannesburg, Lima, Mumbai and Sao Paulo. Habitat II, Istanbul, 4 June.

Community – University Collaborations in Urban Revitalization: An International Exchange of Experiences in Galata, Istanbul. Galata neighbourhood, Istanbul, 6–9 June

Working Towards a More Gender Equitable Macro-Economic Agenda. Workshop, Rajendrapur, Bangladesh (in collaboration with UNDP and the Centre for Policy Dialogue), 26–28 November.

Globalization and Citizenship. Conference, Geneva, 9–11 December.

1997

War-Torn Societies Project, Guatemala. Group meeting, 9–10 January.

War-Torn Societies Project. Senior Advisory Group and 4th Periodic Donor Consultation Process Meetings, 19-21 February.

Programme de recherché, échange et action en Afrique subsaharienne francophone (Research, Exchange and Action on Social Development in Sub-Saharan Africa). Workshop, Ouagadougou, 18–21 March.

War-Torn Societies Project, Mozambique. Group meeting, 27 April.

Globalization and Citizenship, Conference, Melbourne, 7–9 May.

After the Social Summit: Implementing the Programme of Action. Seminar, Geneva, 4 July (in conjunction with meeting of the UN Economic and Social Council)

Advancing the Social Agenda: Two Years after Copenhagen. Conference, Geneva, 9–10 July (in conjunction with meeting of the UN Economic and Social Council).

Vulnerability and Coping Strategies in Cambodia. Rural Food Security Conference, Phnom Penh, 7–8 October.

Business Responsibility for Environmental Protection in Developing Countries. International Workshop, Heredia, Costa Rica, 22–24 September.

Voluntary Action and Local Democracy: Comparative Perspectives on Decentralized Governance in a Globalizing World, Workshop, Shanghai, 22–25 October.

Gender, Poverty and Well-being: Indicators and Strategies. International Workshop, Trivandrum, Kerala, 24–27 November 1997 (in collaboration with UNDP and Centre for Development Studies, Trivandrum).

1998

War-Torn Societies Project, Somalia. Zonal Project Group Meetings, March and 16–17 September.

War-Torn Societies Project, Guatemala. Final Project Group Meeting, 12 March.

War-Torn Societies Project, Eritrea. Country Team Workshop, Addis Ababa, March.

Grassroots Movements and Initiatives for Land Reform. IFAD/UNRISD meeting, Rome, February.

War-Torn Societies Project. Regional workshops and presentations in North America, Europe, Africa, Central America – October-November.

Information Technologies and Social Development. International Conference, Geneva, 22–23 June.

Grassroots Initiatives and Knowledge Network for Land Reform in Developing Countries. Regional Meetings:

South Asia–Khulikhel, Nepal, 22–23 May;

South-East Asia–Manila, 28–29 May;

Central America-Managua, 9–10 June;

South America- La Paz, 15–16 June;

Near East–Cairo, 8–9 July;

Southern Africa- Johannesburg, 22–23 July;

West and Central Africa- Yaoundé, 10–11 August

1999

Copenhagen Plus Five PrepCom. UNRISD representation, New York, 17–25 May

Perspectives on Social Development Research at the Millennium. Conference, Rayong, Thailand, 26–28 May

Agrarian Change, Gender and Land Rights. Workshop, Geneva, 27–28 October.

Les politiques sociales en Afrique de l'Ouest: Quels changements depuis le Sommet social. Workshop, Dakar, 2–3 November.

2000

Les technologies de l'information et de la communication et le développement social (Information Technologies and Social Development: Senegal Country Study). Workshop, Dakar, 31 January–1 February.

The Role of Civil Society in Policy Formulation and Service Delivery. Seminar, New York, 31 March (in conjunction with 2nd Preparatory Committee Meeting for Geneva 2000, New York 3–14 April).

Technocratic Policy Making and Democratization. Conference, Geneva, 27–28 April

Cities of the South: Sustainable for Whom? Workshop of the Network-Association of European Researchers on Urbanization in the South (N-AERUS), Geneva, 3-6 May (organized jointly by UNRISD and the Federal Technical Institute, Lausanne).

Neoliberalism and Institutional Reform in East Asia. Conference, Bangkok, 12–13 May.

HIV/AIDS and Development. UNRISD/UNAIDS Workshop, Geneva, 31 May.

Gender Justice, Development and Rights: Substantiating Rights in a Disabling Environment. Workshop, New York, 3 June (in conjunction with the UN General Assembly Special Session for the Beijing+5 Review).

"Visible Hands": Taking Responsibility for Social Development. Conference, Geneva 29 June (in conjunction with Geneva 2000 Forum, 26–30 June).

Social Policy in a Development Context. Conference, Tammsvik, Sweden, 23–24 September.

Promoting Corporate Responsibility in Developing Countries: The Potential and Limits of Voluntary Initiatives. Workshop, Geneva, 23–24 October.

Globalization, Export-Oriented Employment for Women and Social Policy, Workshop, Bangkok, 27–28 October.

Improving Research and Knowledge on Social Development in International Organizations. Seminar, Bellagio, Italy, 7–8 November.

2001

Promoting Corporate Environmental and Social Responsibility in Developing Countries. Workshop, Johannesburg, 29–31 March.

Social Policy in a Development Context. Donors' Meeting, Geneva, 4 May.

Partnerships for a Better Urban Future. Workshop, New York, 3–4 June.

Volunteer Action and Local Democracy +5. Seminar, New York, 5 June (contribution to Special Session of the United Nations General Assembly to review implementation of the Habitat Agenda).

Les technologies de l'information et de la communication et le développement social (Information and Communication Technologies and Social Development in Senegal). Conference, Dakar, Senegal, 16–17 July.

Racism and Public Policy. Conference, Durban, South Africa, 3-5 September (in conjunction with the Third World Conference against Racism, Racial Discrimination, Xenophobia and Related Intolerance, Durban 31 August–7 September).

The Need to Rethink Development Economics. Conference, Cape Town, 7-8 September.

Corporate Social and Environmental Responsibility in Peru. Workshop, Lima, 4-5 September.

Agrarian Change, Gender and Land Rights. Conference, Geneva, 6-7 November.

Visible Hands. Launch of Spanish edition, El Colegio de México, Mexico City, 5 December.

2002

Visible Hands. Launch of Russian edition, Russian Academy of Sciences, Moscow, 22 January.

Regulating Global Institutions: Financial, Corporate and Non-Governmental Organizations. World Social Forum, Porto Alegre, Brazil, 3-4 February (co-hosted with IBASE).

Business Responsibility for Sustainable Development. Project Workshop, Manila, 19–23 February.

Ageing, Development and Social Protection, International Conference, Madrid, 8-9 April—Contribution to the United Nations Second World Assembly on Ageing, Madrid, 8–12 April.

Social Policy in a Development Context. Coordinators' meeting, Geneva, 12–13 April.

Ethnic Structure, Inequality and Governance of the Public Sector. Workshop, Geneva, 27–28 May.

Improving Research and Knowledge on Social Development in International Organizations II. Seminar, Prangins, Switzerland, 29-30 May.

The Political Economy of Sustainable Development: Environmental Conflict, Participation and Movements. Conference, Johannesburg, 30 August–contribution to the UN World Summit on Sustainable Development (Rio+10).

Visible Hands. Launch of Arabic edition, Beirut, 2 December (in collaboration with ESCWA).

2003

Globalization, Culture and Social Change. Meeting, Geneva, 30–31 January (in collaboration with the Secretariat of the World Commission on the Social Dimension of Globalization).

Le défi social du développement. RUIG/UNRISD workshop, Geneva/Lausanne, 26–28 February.

Social Policy in a Development Context – Sub-Saharan Africa component. Workshop, Grahamstown, 27–28 February.

Social Policy in a Development Context – Commercialization of Health Care: Global and Local Dynamics and Policy Responses. Workshop, Geneva, 3–5 March.

Social Policy in a Development Context- Nordic component. Workshop, Stockholm, 4–5 April.

Policy Report on Gender and Development: 10 Years after Beijing. Advisory Group Meeting, Geneva, 13–14 June.

Social Policy in a Development Context – Middle East/North Africa component. Workshop, London, 19–20 June.

Social Policy in a Development Context – East Asia component. Workshop, Bangkok, 30 June–1 July.

UN World Summits and Civil Society Engagement. Workshop, Rio de Janeiro, 4–5 September.

Understanding "Informational Developments": Mapping a Future Research Research Agenda. Workshop, Geneva, 26-27 September (in preparation for World Summit on the Information Society, December 2003).

Social Policy in a Development Context – Gender and Social Policy. Workshop, Geneva, 1–3 October.

Social Policy in a Development Context – Latin American component. Workshop, Santiago, 13–15 October.

Politics and Political Economy of HIV/AIDS. Workshop, Geneva, 6–7 November.

Corporate Social Responsibility and Development: Towards a New Agenda. Conference, Geneva, 17–18 November.

Social Policy in a Development Context. Coordinators' Workshop, Geneva, 4–5 December.

World Summit on the Information Society, Geneva, 10–12 December – Book launch, representation and promotion of ICT publications.

2004

Policy Report on Gender and Development: 10 Years after Beijing. Coordinators' Workshop, Geneva, 21–22 January.

Commercialization of Health Care: Global and Local Dynamics and Policy Responses. Conference, Helsinki, 15–17 March (in collaboration with STAKES and the Government of Finland).

Ethnic Structure, Inequality and Governance of the Public Sector. Conference, Riga, 25–27 March (in collaboration with UNDP and the Latvian Ministry of Social Integration).

Social Knowledge and International Policy Making: Exploring the Linkages. UNRISD 40th Anniversary Conference, Geneva, 20–21 April.

Commercialization, Privatization and Universal Access to Water. Workshop, Geneva, 28–29 June.

Policy Report on Gender and Development: 10 Years after Beijing. 2nd Advisory Group meeting, Geneva, 1–2 July.

Community Responses to HIV/AIDS. Workshop, Geneva, 2–3 August.

New Approaches to Poverty: Measurements and Concepts. Seminar, Geneva, 4 November.

Consultation Meeting on Future UNRISD Research, Geneva, 22–23 November.

Global Civil Society Movements: Dynamics in International Campaigns and National Implementation. Workshop, Buenos Aires, 25–26 November.

2005

Social Policy in a Development Context: Pro-Poor Macroeconomics. Workshop, Florence, 24–25 February.

Gender Equality: Striving for Justice in an Unequal World. Conference, 7 March and Launch event, 8 March, New York (in parallel with the 49th session of the United Nations Commission on the Status of Women).

Social Policy in a Development Context – Gender and Social Policy. Conference, Göteborg, Sweden, 28–29 May (organized jointly with the Centre for Global Gender Studies, Göteborg University).

Social Policy in a Development Context. Launch of book series, London, 23 June (in collaboration with Palgrave Macmillan).

Community Responses to HIV/AIDS. Meeting, Geneva, 31 August–2 September.

Social Policy, Regulation and Private Sector Involvement in Water Supply. Workshop, Geneva, 26–27 September.

Gender Equality: Striving for Justice in an Unequal World. UNRISD/Sida/SAREC Seminar, Stockholm, 14 October.

Gender Equality: Striving for Justice in an Unequal World. UNRISD/IDRC Meeting, Ottawa, 1 December.

Appendix 5 Publications 1996–2005

A. Books, Papers in Books, Articles in Journals

B. UNRISD Papers, Reports and Newsletters

C. Others

Order of Themes for Publications Listed Under A and B

Social Policy and Development

Identities, Conflict and Cohesion

Civil Society and Social Movements

Gender and Development

Sustainable Development

Globalization, Democracy and Governance

Technology, Business and Society

Note: This annex lists UNRISD publications for the period of evaluation 1996-2005. It also includes publications for 2006 until July, but these are printed in a lighter shade. The publications are classified into the major research themes at UNRISD during the period under review. The listing is in alphabetical order by author and in chronological order for each author.

A Books, Essays, Papers in Books, Articles in Journals by Theme

A.1 Social policy and development

Books

Cox, Terry and Bob Mason, *Social and Economic Transformation in East Central Europe: Institutions, Property Relations and Social Interests*, UNRISD/Edward Elgar Publishing, 1999.

Esping-Andersen, Gøsta (ed.), *Welfare States in Transition: National Adaptations in Global Economies,* Japanese edition, UNRISD/Sage Publications, 2003.

Esping-Andersen, Gøsta (ed.), *Welfare States in Transition: National Adaptations in Global Economies,* UNRISD/ Sage, 1996.

Ghai, Dharam (ed.), *Renewing Social and Economic Progress in Africa: Essays in Memory of Philip Ndegwa,* UNRISD/Macmillan, 2000.

Ghai, Dharam (ed.), *Social Development and Public Policy: A Study of Some Successful Experiences,* UNRISD/ Palgrave, 1999.

Kangas, Olli and Joakim Palme (eds.), *Social Policy and Economic Development in the Nordic Countries,* UNRISD/Palgrave Macmillan, 2005.

Karshenas, Massoud and Valentine M. Moghadam (eds.), *Social Policy in the Middle East: Economic, Political and Gender Dynamics,* UNRISD/Palgrave Macmillan, 2006.

Kwon, Huck-ju (ed.), *Transforming the Developmental Welfare State in East Asia,* UNRISD/ Palgrave Macmillan, 2004.

Lloyd-Sherlock, Peter (ed.) *Living Longer: Ageing, Development and Social Protection*, UNRISD/Zed Books, 2004.

Mackintosh, Maureen and Meri Koivusalo (eds.), *Commercialization of Health Care: Global and Local Dynamics and Policy Responses*, UNRISD/Palgrave Macmillan, 2005.

Mkandawire, Thandika (ed.), *Social Policy in a Development Context*, UNRISD/Palgrave Macmillan, 2004.

Razavi, Shahra and Shireen Hassim (eds.), *Gender and Social Policy in a Global Context: Uncovering the Gendered Structure of "the Social"*, UNRISD/Palgrave Macmillan, 2006.

Sisask, Anne (ed.), *One Step Further—Responses to HIV/AIDS*, Sida Studies No. 7, UNRISD/Sida, 2003.

Papers in books

Bangura Yusuf, "Democratization, Equity and Stability: African Politics and Societies in the 1990s" in Dharam Ghai (ed.), *Renewing Social and Economic Progress in Africa: Essays in Memory of Philip Ndegwa.* UNRISD/Macmillan, 2000.

Barraclough, Solon, *"Protecting Social Achievements During Economic Crisis in Cuba" in Dharam Ghai (ed.)*, Social Development and Public Policy: A Study of Some Successful Experiences. *UNRISD/Palgrave, 1999.*

Ghai, Dharam, "African Development in Retrospect and Prospect" in Dharam Ghai (ed.), *Renewing Social and Economic Progress in Africa: Essays in Memory of Philip Ndegwa.* UNRISD/Macmillan, 2000.

Ghai, Dharam, "Social Dynamics of Environmental Change in Africa" in Dharam Ghai (ed.), *Renewing Social and Economic Progress in Africa: Essays in Memory of Philip Ndegwa.* UNRISD/Macmillan, 2000.

Ghai, Dharam, "*Social Development and Public Policy: Some Lessons from Successful Experiences" in Dharam Ghai (ed.)*, Social Development and Public Policy: A Study of Some Successful Experiences. UNRISD/Palgrave, 1999.

Kwon, Huck-ju, "An Overview of the Study: The Developmental Welfare State and Policy Reforms in East Asia" in Huck-ju Kwon (ed.), *Transforming the Developmental Welfare State in East Asia.* UNRISD/Palgrave Macmillan, 2004.

Kwon, Huck-ju, "The Reform of the Developmental Welfare State in Korea: Advocacy Coalitions and Health Politics" in Huck-ju Kwon (ed.), *Transforming the Developmental Welfare State in East Asia.* UNRISD/Palgrave Macmillan, 2004.

Kwon, Huck-ju and Byongho Tchoe, "The Political Economy of National Health Insurance in Korea" in Maureen Mackintosh and Meri Koivusalo (eds.), *Commercialization of Health Care: Global and Local Dynamics and Policy Responses.* UNRISD/Palgrave Macmillan, 2005.

Kwon, Huck-ju, "*The Economic Crisis and the Politics of Welfare Reform in Korea" in Thandika Mkandawire (ed.)*, Social Policy in a Development Context. UNRISD/Palgrave Macmillan, 2004.

Mkandawire, Thandika, *"Can Africa Have Developmental States?" in Simon Bromley, Maureen Mackintosh, William Brown and Michael Wuyts (eds.)*, Making International: Economic Interdependence and Political Order. Open University Press, 2004.

Mkandawire, Thandika, "Developmental states and small enterprises" in Kenneth King and Simon Mcgrath (eds.), *Enterprise in Africa: Between Poverty and Growth.* Intermediate Technology Publications, 1999.

Mkandawire, Thandika, "Disempowering new democracies and the persistence of poverty" in Max Spoor (ed.), *Globalisation, Poverty and Conflict.* Kluwer Academic Publishers, 2004.

Razavi, Shahra and Shireen Hassim, "Gender and Social Policy in a Global Context: Uncovering the Rendered Structure of 'the Social'" in Shahra Razavi and Shireen Hassim (eds.), *Gender and Social Policy in a Global Context: Uncovering the Gendered Structure of "the Social"*. UNRISD/Palgrave Macmillan, 2006.

Articles in journals

Kwon, Huck-ju, "Transforming the Development Welfare State in East Asia", *Development and Change*, Vol. 36, No. 3, pp. 477–497, May 2005.

Kwon, Huck-ju, "Advocacy Coalitions and the Politics of Welfare in Korea after the Economic Crisis", *Policy & Politics*, Vol. 32, No. 1, pp.69–83, January 2004.

Kwon, Huck-ju,, "Welfare Reform and Future Challenges in the Republic of Korea: Beyond the Developmental Welfare State?", *International Social Security Review,* Vol. 55, No. 4, pp. 23–38, October–December 2002.

Mkandawire, Thandika, "Maladjusted African Economies and Globalisation." *Africa Development*, Vol. 30, Nos. 1 and 2, 2005.

Mkandawire, Thandika, "Globalisation, Equity and Social Development", *African Sociological Review*, Vol. 6, No. 1, pp. 115–137, 2002.

Mkandawire, Thandika, "Thinking about Developmental States in Africa", *Cambridge Journal of Economics,* Vol. 25, No. 3, pp. 289–313, 2001.

A.2 Identities, conflict and cohesion

Books

Allen, Tim (ed.), *In Search of Cool Ground: War, Flight and Homecoming in Northeast Africa*, UNRISD/Africa World Press/James Currey Ltd., 1996.

Apter, David (ed.), *The Legitimization of Violence*, UNRISD/Palgrave, 1996.

Bangura, Yusuf and Rodolfo Stavenhagen (eds.), *Racism and Public Policy,* UNRISD/Palgrave Macmillan, 2005.

Boyden, Jo and Sara Gibbs, *Children of War: Responses to Psycho-Social Distress in Cambodia,* UNRISD/INTRAC, 1997.

Curtis,Grant *Cambodia Reborn? The Transition to Democracy and Development,* UNRISD/The Brookings Institution, 1998.

Doornbos, Martin and Alemseged Tesfai (eds.), *Post-Conflict Eritrea: Prospects for Reconstruction and Development,* UNRISD/The Red Sea Press Inc., 1998.

Hamdan, Kamal, *Le conflit libanais: Communautés religieuses, classes sociales et identité nationale* (Arabic edition), UNRISD/Lebanese Printings Co. a.s.l., 1998.

Hamdan, Kamal, *Le conflit libanais: Communautés religieuses, classes sociales et identité nationale*, UNRISD/Garnet Publishing, 1997.

Moore, Jonathan, *The UN and Complex Emergencies: Rehabilitation in Third World Transitions,* UNRISD, 1996.

Nandy, Ashis Shikha Trivedy, Shail Mayaram and Achyut Yagnik, *Creating a Nationality: The Ramjanmabhumi Movement and Fear of the Self,* UNRISD/Oxford University Press–India, 1998.

Senaratne, Jagath P., *Political Violence in Sri Lanka, 1977–1990: Riots, Insurrections, Counterinsurgencies, Foreign Intervention,* UNRISD/VU University Press, 1997.

Sørensen, Birgitte Refslund, Relocated Lives: *Displacement and Resettlement within the Mahaweli Project, Sri Lanka,* UNRISD/VU University Press, 1996.

Stavenhagen, Rodolfo, *Ethnic Conflicts and the Nation-State,* UNRISD/Palgrave, 1996.

Tishkov, Valery, *Ethnicity, Nationalism and Conflict in and after the Soviet Union: The Mind Aflame,* UNRISD/ International Peace Research Institute/Sage, 1996.

Watson, Carol, *The Flight, Exile and Return of Chadian Refugees: A Case Study with a Special Focus on Women,* UNRISD, 1996.

Young, Crawford (ed.), *Ethnic Diversity and Public Policy: A Comparative Enquiry,* UNRISD/Palgrave, 1998.

Young, Crawford (ed.), *The Accommodation of Cultural Diversity: Case Studies*, UNRISD/Palgrave, 1999.

Paper in Book

Bangura, Yusuf and Rodolfo Stavenhagen, "Introduction: Racism, Social Justice and Citizenship" in Yusuf Bangura and Rodolfo Stavenhagen (eds.), *Racism and Public Policy.* UNRISD/Palgrave Macmillan, 2005.

Article in Journal

Mkandawire, Thandika, "The terrible toll of post-colonial 'rebel movements' in Africa: Toward an explanation of the violence against the peasantry", *Journal of Modern African Studies,* Vol. 40, No. 2, pp. 181–215, 2002.

A.3 Civil society and social movements

Books

de Medeiros, Leonilde Servolo, *Movimentos Sociais, Disputas Políticas e Reforma Agrária de Mercado no Brasi*l, UNRISD/Editora UniverSidade Rural, 2002.

Ghimire, K.B. (ed.), *Civil Society and the Market Question,* UNRISD/Palgrave Macmillan, 2005.

Ghimire, Krishna (ed.) and Bruce H. Moore (contributing ed.), *Whose Land? Civil Society Perspectives on Land Reform and Rural Poverty Reduction. Regional Experiences from Africa, Asia and Latin America,* UNRISD/ Popular Coalition to Eradicate Hunger and Poverty and the International Fund for Agricultural Development, 2001.

Ghimire, Krishna (ed.), *Land Reform and Peasant Livelihoods: The Social Dynamics of Rural Poverty and Agrarian Reforms in Developing Countries,* UNRISD/ITDG, 2001.

Rwabahungu, Marc, *Au coeur des crises nationales au Rwanda et au Burundi: La lutte pour les ressources*, UNRISD/L'Harmattan, 2004.

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O'Neill, Kelly, DP 111, Internetworking for Social Change: Keeping the Spotlight on Corporate Responsibility, 1999.

Olivier Sagna, PP TBS 1, *Les technologies de l'information et de la communication et le développement social au Sénégal: Un état des lieux,* janvier 2001.

Perry, Martin and Sanjeev Singh, PP TBS 3, *Corporate Environmental Responsibility in Singapore and Malaysia: The Potential and Limits of Voluntary Initiatives,* April 2001.

Riesco, Manuel, Gustavo Lagos and Marcos Lima (contributors), PP TBS 16, *The "Pay Your Taxes" Debate: Perspectives on Corporate Taxation and Social Responsibility in the Chilean Mining Industry,* September 2005.

Rohozinski, Rafal, DP 115, Mapping Russian Cyberspace: Perspectives on Democracy and the Net, 1999.

Tall, Serigne Mansour, PP TBS 7, *Les émigrés sénégalais et les nouvelles technologies de l'information et de la communication*, May 2003.

Utting, Peter, OPG 2, *Business Responsibility for Sustainable Development*, January 2000.

Utting, Peter, PP TBS 15, *Rethinking Business Regulation: From Self-Regulation to Social Control*, September 2005.

Reports

UNRISD, *Conference Report: Business Responsibility for Environmental Protection in Developing Countries*, 1998.

Research and Policy Briefs

UNRISD, RPB 2, *Social Development and the "Information Revolution",* March 2004.

UNRISD, RPB 2f, *Le développement social et la "révolution de l'information"*, May 2005.

UNRISD, RPB 2s, *El desarrollo social y la "revolución de la información"*, May 2005.

UNRISD, RPB 1, *Corporate Social Responsibility and Business Regulation*, March 2004.

UNRISD, RPB 1f, *Responsabilité sociale et encadrement juridique des sociétés commerciales,* April 2005.

UNRISD, RPB 1s, *Responsabilidad social y regulación de las empresas,* April 2005.

Newsletters

UNRISD, CN 15, *Understanding "Informational Developments": A Reflection on Key Research Issues,* Report of the UNRISD Workshop, Geneva, 26–27 September 2003.

UNRISD, CN 13, C*orporate Social Responsibility and Development: Towards a New Agenda?*, Report of the UNRISD Conference, Geneva, 17–18 November 2003.

UNRISD, CN 8, *Les technologies de l'information et de la communication et le développement social au Sénégal*, Rapport de la réunion organisée par l'UNRISD, Dakar, Sénégal, 16–17 juillet 2001.

UNRISD, CN 7, *Promoting Socially Responsible Business in Developing Countries: The Potential and Limits of Voluntary Initiatives,* Report of the UNRISD Workshop, Geneva, 23–24 October 2000.

C Other*

Reports

UNRISD, *Recherches pour le changement social*, Rapport du quarantième anniversaire de l'UNRISD, 2004.

UNRISD, *Investigación para el desarrollo social*, Informe del cuadragésimo aniversario de UNRISD, 2004.

UNRISD, *Research for Social Change,* UNRISD Fortieth Anniversary Report, 2003.

UNRISD, UNRISD 2000+ : *Comment l'Institut envisage son avenir,* 2002.

UNRISD, UNRISD 2000+ : *Una perspectiva sobre el futuro del Instituto*, 2002.

UNRISD, UNRISD 2000+: *A Vision for the Future of the Institute*, 2000.

Conference News

CN 1, *Perspectives on Social Development Research at the Millennium,* Report of the UNRISD International Conference, Rayong, Thailand, 26–28 May 1999.

UNRISD News

UNRISD *News,* No. 27, March 2005.

UNRISD *Infos*, No. 27, mars 2005.

UNRISD *Informa,* No. 27, marzo 2005.

UNRISD *News,* No. 26, Spring/Summer 2004.

UNRISD *Info,* No. 26, printemps/été 2004.

UNRISD *Informa,* No. 26, primavera/verano 2004.

UNRISD *News,* No. 25, Autumn/Winter 2002.

UNRISD *Infos,* No. 25, automne/hiver 2002.

UNRISD *Informa*, No. 25, otoño/invierno 2002.

UNRISD *News,* No. 24, Spring/Summer 2001.

UNRISD *Infos,* No. 24, printemps/été 2001.

UNRISD *Informa,* No. 24, primavera/verano 2001.

UNRISD *News,* No. 23, Autumn/Winter 2000.

UNRISD *Infos,* No. 23, automne/hiver 2000.

UNRISD *Informa,* No. 23, otoño/invierno 2000.

UNRISD *News,* No. 22, Spring/Summer 2000.

UNRISD Infos, No. 22, printemps/été 2000.

UNRISD *Informa*, No. 22, primavera/verano 2000.

*cross-cutting institutional publications not categorized under any one theme

Appendix 6. Reviews of UNRISD Books and Papers in Journals

Books Reviewed

1996

Martínez, Javier and Alvaro Díaz, *Chile: The Great Transformation* [1 review]

Allen, Tim (ed.), *In Search of Cool Ground: War, Flight and Homecoming in Northeast Africa* [4 reviews]

Moore, Jonathan, *The UN and Complex Emergencies: Rehabilitation in Third World Transitions* [1 review]

1997

Ghimire K.B. and Michel P. Pimbert (eds.), *Social Change and Conservation: Environmental Politics and Impacts of National Parks and Protected Areas* [1 review]

1998

Curtis,Grant, *Cambodia Reborn? The Transition to Democracy and Development* [2 reviews]

Utting, Peter and Ronald Jaubert (eds.), *Discours et réalités des politiques participatives de gestion de l'environnement: Le cas du Sénégal* [1 review]

Young, Crawford (ed.), *Ethnic Diversity and Public Policy: A Comparative Enquiry* [1 review]

2000

Barraclough, Solon L. and Krishna B. Ghimire, A*gricultural Expansion and Tropical Deforestation: Poverty, International Trade and Land Use* [3 reviews]

Utting, Peter (ed.), *Forest Policy and Politics in the Philippines: The Dynamics of Participatory Conservation* [1 review]

Ghai, Dharam (ed.), *Renewing Social and Economic Progress in Africa: Essays in Memory of Philip Ndegwa* [1 review]

2001

Ghimire, Krishna (ed.), *Land Reform and Peasant Livelihoods: The Social Dynamics of Rural Poverty and Agrarian Reforms in Developing Countries* [3 reviews]

Ghimire, Krishna (ed.), *The Native Tourist: Mass Tourism within Developing Countries* [8 reviews]

2002

Molyneux, Maxine and Shahra Razavi (eds.), *Gender Justice, Development and Rights* [2 reviews]

Hutchful, Eboe, *Ghana's Adjustment Experience: The Paradox of Reform* [2 reviews]

Ó Siochrú, Seán and Bruce Girard, with Amy Mahan, *Global Media Governance: A Beginner's Guide* [2 reviews]

Utting, Peter (ed.), *The Greening of Business in Developing Countries: Rhetoric, Reality and Prospects* [1 review]

NGLS and UNRISD (eds.), *Voluntary Approaches to Corporate Responsibility: Readings and a Resource Guide* [1 review]

2003

Razavi, Shahra (ed.), *Agrarian Change, Gender and Land Rights* [3 reviews]

Zammit, Ann, *Development at Risk: Rethinking UN-Business Partnerships* [1 review]

Petchesky, Rosalind Pollack, *Global Prescriptions: Gendering Health and Human Rights* [3 reviews]

2004

Westendorff, David (ed.), *From Unsustainable to Inclusive Cities* [1 review]

UNRISD, *Recherches pour le changement social*, Rapport du quarantième anniversaire de l'UNRISD [1 review]

2005

UNRISD, *Gender Equality: Striving for Justice in an Unequal World* [2 reviews]

2006

Karshenas, Massoud and Valentime Moghadam, *Social Policy in the Middle East: Economic, Political and Gender Dynamics* [1 review]

Papers Reviewed

1996

Blaikie, Piers and Sally Jeanrenaud, DP 72, *Biodiversity and Human Welfare* [1 review]

Harriss-White, Barbara DP 73, *The Political Economy of Disability and Development, with Special Reference to India* [1 review]

1997

Ghimire, K.B. DP 85, *Emerging Mass Tourism in the South: Reflections on the Social Opportunities and Costs of National and Regional Tourism in Developing Countries* [1 review]

Hamelink, Cees J. DP 86, *New Information and Communication Technologies, Social Development and Cultural Change* [1 review]

1998

Carbonnier, Gilles OPW2, *Conflict, Postwar Rebuilding and the Economy: A Critical Review of Literature* [1 review]

Sørensen, Birgitte Refslund OPW3, Women and Post-Conflict Reconstruction: Issues and Sources [1 review]

1999

Kabeer, Naila DP 108, *The Conditions and Consequences of Choice: Reflections on the Measurement of Women's Empowerment* [1 review]

2001

Therkildsen, Ole PP DGHR 3, *Efficiency, Accountability and Implementation: Public Sector Reform in East and Southern Africa* [1 review]

Barraclough, Solon L. PP UOC 1, *Toward Integrated and Sustainable Development?* [1 review]

Appendix 7. Journals in Which UNRISD's 45 Articles Have Been Published

Academic journals listed in the Web of Science on-line database:

1. *Development and Change*, 4 articles
2. *The Journal of Modern African Studies*, 2 articles
3. *Cambridge Journal of Economics* (Cambridge University in England)
4. *The Journal of Peasant Studies* (A Routledge journal)
5. *World Development* (Elsevier with McGill University, Canada)
6. *International Social Science Journal* (Published by Unesco)
7. *The Geographical Journal* (Blackwell Publishing and the Royal Geographical Society)
8. *The Black Scholar* (published by the Black World Foundation, a non-profit educational organization)

Academic Journals not Listed in the Web of Science On-line Database:

9. *Development in Practice*, 3 articles, (Routledge, Taylor & Francis Group with Oxfam GB)
10. *Africa Development,* 3 articles (the quarterly bilingual journal of the Council for the Development of Social Science Research in Africa (CODESRIA))
11. *African Sociological Review,* 2 articles (the bi-annual publication of CODESRIA, Dakar)
12. *Policy & Politics.* (Editorial board at the University of Bristol)
13. *International Social Security Review* (Blackwell & International Social Security Ass.)
14. *Canadian Journal of Development Studies* (University of Ottowa)
15. *Cahiers Genre et Developpement* (Institut Universitaire d'études de developpement IUED, Geneva)
16. *Journal of Agrarian Change* (School of Oriental and African Studies (SOAS), University of London and Blackwell Publishing)
17. *IDS Bulletin* (Institute of Development Studies at the University of Sussex, Brighton
18. *International Journal of Politics, Culture and Society,* (Springer Publishing and the Graduate Faculty of the New School for Social Research, New York
19. *Annuaire Suisse – Tier Monde 2001* (Institut universitaire d'etudes du éveloppement)
20. *African Journal of International Affairs* (A bi-annual publication of CODESRIA, Dakar)
21. *African Journal of Political Science* (NISC Publishers, South Africa)
22. *African Studies Review* (a multi-disciplinary scholarly journal for original research and analyses of Africa, supported by six colleges in North-eastern USA.
23. *Journal of Corporate Citizenship* (Boston college, peer-reviewed, quarterly)

24. *Development* (Quarterly journal since 1957, published by Palgrave MacMillan, with the Society for International Development (SID)), editorial office in Australia

25. *Notizie di Politeia (*Centro per la Ricerca e la formazione in Politica ed Etica in Milano)

26. *Macalaster International Review* (a liberal arts college in St. Paul, Minnesota, USA) Other journals (non-academic)

27. *Courrier de la Planete (*two articles, a magazine for debate and advocacy?

28. *Conflictos globales, voces locales* (Unstituto de Desarrollo Económico y Social (IDES) y el Centro de Investigaciones Etnográficas (UNSAM, Buenos Aires)

29. *Transnational associations* (Published by Union of International Associations)

30. *Social Development Review* (Published by International Council of Social Welfare)

31. *Reports et Documents* (Published by the Union inter-parlamentaire)

32. *The Ecologist* ("a monthly British magazine that broadly focuses on promoting an ecological agenda in its news stories, opinion and debate".

33. *Development and Cooperation* (GTZ magazine)

34. *Voices from Africa* (UN Non-governmental Liaison Service (NGLS) promotes partnerships between the United Nations and non-governmental organizations)

35. *InVent* Development Policy Forum, Berlin

Appendix 8. UNRISD Publications Cumulative Sales

Co-publications

Title	Number of copies sold	Period
Welfare State in Transition	6118	1997–2005
Creating a Nationality	3956	1996–2005
Gender Justice, Development and Rights	1917	2003–2005
Chile: The Great Transformation	1777	1996–2005
Yugoslavia, the Former and the Future	1740	1995–2005
Legitimization of Political Violence	1633	1996–2003
When Refugees Go Home	1159	no record
In Search of Cool Ground	1005	no record
Ethnic Conflict and the Nation State	993	1996–2005
Native Tourist	913	2001–2005
Cambodia Reborn	884	1999–2005
Social Policy in a Development Context	881	2004–2005
Renewing Social and Economic Progress/Africa	866	2003–2004
Social Futures, Global Visions	821	1996–2004
Forests and Livelihoods	712	1995–2003
Ecology and Equity	669	1997–2005
Agricultural Expansion	667	2000–2005
Marijuana in the Third World	628	1996–1999
Social Change and Conservation	625	1997–2005
Burmese Connection	557	1996–2003
Development and Environment	506	1995–1997
Unintended Consequences	495	1996–2003
Liberalizing Tanzania's Food Trade	451	1995–2001
The Accommodation of Cultural Diversity	439	1999–2004
Social Development and Public Policies	427	1999–2005
Social Policy/Economic Development/Nordic Countries	394	2005
Transforming the Developmental Welfare State East Asia	372	2004–2005
Grassroots Environmental Action	372	1997–2005
Political Economy/Illicit Drugs	330	1996–2003
Mexico's War on Drugs	323	1996–2003
Travail, culture et nature	298	no record
Education as Social Action	295	2005
Racism and Public Policy	283	2005
Commercialization of Health Care	267	2005
Globalization, Export-Oriented Empl.and Soc.Pol.	258	2004
Civil Society and the Market Question	256	2005
Social Policy in the Middle East	215	2005
Custodians of the Commons	214	1997–2005
Bolivia and Coca	177	1996–2003
Ethnic Diversity and Public Policy	168	1999–2005
Handbook on Illicit Drugs	20	2001–2004
Social and Economic Transformation/EC Europe	11	2003–2004

In-House Publications (Reports and Monographs)

Title	Number of copies sold	Period	Print-run
Gender Equality	800	2005	4500
Visible Hands	560	2000–2005	4000
Communicating in the Information Society	182	2003–2005	1500
From Unsustainable to Inclusive Cities	177	2004–2005	1000
Children of War	165	1997–2005	1000
The UN and Complex Emergencies	155	1996–2005	2000
State of Disarray	129	1996–2005	3750
Rural Development and the Environment	81	1997–2005	1500
Igualdad de Género	30	2005	2000
The Flight, Exile and Return of Chadian Refugees	22	1996–2005	1000
Globalization and the Developing World	17	1996–2005	1000
Linkages between Pop. Environment and Development	16	1996–2005	1000
Discours et réalités des politiques participatives de gestion de l'environnement	14	1996–2005	700
Etat de désarroi	10	1996–2006	1000
Women's Employment in the Textile Manufacturing Sectors of Bangladesh and Morocco	8	2002–2005	1000
Estados de desorden	8	1996–2005	1000
Oppressed but Not Defeated	7	1996–2005	
Measurement and Analysis of Socio-Economic Dev.	5	1996–2005	
Economic Adjustment under the Sandinistas	5	1996–2005	
Mains visibles	4	2001–2005	1000
Kenya: Monitoring Living Conditions and Consumption Patterns	3	1996–2005	
Bolivia: La Fuerza del Campesino	2	1996–2005	
Czechoslovakia: Which Way to the Market	2	1996–2005	
Populations et gouvernements face aux problèmes alimentaires	1	1996–2005	
The Reconstruction of Afghanistan	1	1996–2005	
Hungary in Transition	1	1996–2005	

Appendix 9. UNRISD Authors by Country-of-Location 1996–2005

Country*	1996	1997	1998	1999	2000	2001	2002	2003	2004	2005	Total	1996–2000 (%)	2001–2005 (%)
UK	19	6	11	11	17	12	16	4	20	19	135	25.4	17.0
USA	14	7	3	8	9	7	9	12	18	14	101	16.3	14.4
Switzerland	7	3	3	2	5	3	2	2	4	3	34	7.9	3.3
Sénégal			6			2	13	2		1	24	11.9	5.4
India	1	1	1	2	2	2	1	3	3	4	20	2.8	3.1
Malaysia				1			1	12	2	4	20	2.0	5.7
South Africa		1	1			6	3	2	5	2	20	2.0	4.3
Mexico	1		1	1		2	3	1	4	6	19	2.0	3.8
Canada		1	1	1	1		1	3	4	6	18	2.0	4.2
Sweden	4					2	1	1	1	9	18	7.9	3.3
Netherlands	1	1	1	2		3	2	2	1	3	16	2.5	2.6
Peru	1			7		1	1		2		12	7.9	1.6
Brazil						1	1	1	5	2	10		2.4
Finland					2				1	7	10	4.0	4.8
Philippines		1			6	2			1		10	6.9	1.8
Italy	2		1		1	1			1	3	9	2.6	2.0
Bangladesh				2		1	4			1	8	4.0	2.4
Australia	2		1			1	2			1	7	3.0	1.6
Costa Rica							4			3	7		4.2
Kenya	2		1		3			1			7	4.0	1.2
All other**	24	6	17	10	6	17	13	9	30	33	165	25.0	24.4
Total	**78**	**27**	**48**	**47**	**52**	**63**	**77**	**55**	**102**	**121**	**670**		
Developing countries	22	5	27	21	17	32	38	30	46	46	284	36.5	45.9
Industrialized countries	55	22	21	25	35	31	38	25	54	68	374	62.7	51.7
Transition countries	1	0	0	1	0	0	1	0	2	7	12	0.8	2.4

Notes: * Countries listed here occurred 7 times or more over the period. ** "All other" includes countries that occurred 6 times or fewer over the period. These were the following countries: Afghanistan, Argentina, Belgium, Benin, Botswana, Burundi, Cambodia, Chile, China, Colombia, Côte d'Ivoire, Czech Republic, Denmark, Egypt, Eritrea, Ethiopia, France, Germany, Ghana, Guatemala, Hong Kong SAR, Hungary, Ireland, Jamaica, Lebanon, Mali, Mauritania, Mauritius, Morocco, Nepal, New Zealand, Nicaragua, Nigeria, Norway, Oman, Poland, Republic of Guinea, Republic of Korea, Russian Federation, Singapore, Spain, Sri Lanka, Sudan, Taiwan Province of China, Tanzania, Thailand, Trinidad and Tobago, Uganda, Ukraine, Uruguay, Uzbekistan, Venezuela, Viet Nam, Zambia and Zimbabwe.

Appendix 10. UNRISD Project Funding by Programme/Project (US dollars)

	Years	Funders	USD
1. Social Policy in a Development Context	2000–2005	Sida, Sweden	880,321
		DFID, UK	616,618
– Social Policy in Late Industrializers		Ford Foundation	330,000
– Commercialization of Health Care	2001–2004	Min. of Foreign Affairs, Finland	86,114
		RUIG	62,748
Community Responses to HIV/AIDS	2003–2006	Govt. Of Norway	20,619
		UN Foundation	88,40
Neoliberalism and Institutional Reform in East Asia	1999–2002	Rockefeller Foundation	60,000
2. Gender, Poverty and Well-Being (inc. Kerala Workshop)	1997–2000	UNDP (through allotment)	328,17
Agrarian Change, Gender and Land Rights	2000–2002	FAO	20,000
		Sida, Sweden	45,012
Globalization, Export-Oriented Employment for Women and Social Policy	2000–2002	Rockefeller Foundation	100,000
Gender Justice, Development and Rights: Beijing +5	2000–2002	Sweden	23,876
Policy Report on Gender and Development Beijing +10	2003–2005	European Union	1,131,600
		IDRC, Canada	276,950
		Netherlands Minister for Development Cooperation	66,798
		Sida, Sweden	672,286
3. Public Sector Governance			
Ethnic Structure, Inequality and Governance of the Public Sector	2002–2004	Ford Foundation	100,000
		GTZ, Germany	25,240
Racism and Public Policy	2000–2001	UNDESA (conference only)	42,000
Urban Governance	2000–2002	SDC, Switzerland	47,523
4. Land Reform and Rural Livelihoods			
Grassroots Initiatives and Knowledge Networks for Land Reform in Developing Countries	1997–2000	IFAD/Popular Coalition	406,685
Evolving Agricultural Structures and Civil Society in Transitional Countries: The Case of Central Asia	2002–2003	FAO	36,729
5. Corporate Social Responsibility			
Business Responsibility for Environmental Protection in Developing Countries	1997	SDC	71,667
Survey of Transnational Companies' Support to National Responses to HIV/AIDS	2002–2003	UNAIDS	32,100
Promoting Corporate Environmental and Social Responsibility in Developing Countries	2000–2003	MacArthur Foundation	272,108

Appendix 11. List of Acronyms

AAJ	American Association of Jurists
CCSM	Civil Society and Social Movements
CETIM	Centre Europe-Tiers Monde
CIDA	Canadian International Development Agency
CODESRIA	Council for the Development of Social Science Research in Africa
CN	Conference News
CSR	Corporate social responsibility
CSSM	Civil Society and Social Movements
DDC	Direction du Développement et de la Coopération
DFID	Department for International Development
DGHR	Democracy, Governance and Human Rights
DP	Discussion Paper
ESCWA	Economic and Social Commission for Western Asia
FAO	Food and Agriculture Organization of the United Nations
FICAT	Fundación FICAT Barcelona
GTZ	Deutsche Gesellschaft für Technische Zusammenarbeit
IBASE	Instituto Brasileiro de Análises Sociais e Econômicas
ICC	Identities, Conflict and Cohesion
IDRC	International Development Research Centre
IFAD	International Fund for Agricultural Development
IIED	International Institute for Environment and Development
ITDG	Intermediate Technology Development Group
IUED	Institut universitaire d'études du développement
NGLS	United Nations Non-Governmental Liaison Service
PODSU	Politics of Development Group
OPB	Occasional Paper Beijing+5
OPCD	Occasional Paper Culture and Development
OPG	Occasional Paper Geneva 2000
OPGP	Occasional Paper Gender Policy

OPW	Occasional Paper War-Torn Societies Project
PP	Programme Paper
RPB	Research and Policy Brief
RUIG	Réseau universitaire international de Genève
SAREC	Department for Research Cooperation (Sida)
SARIPS	Southern African Regional Institute for Policy Studies
SDC	Swiss Agency for Development and Cooperation
SE	Special Event
Sida	Swedish International Development Cooperation Agency
SPD	Social Policy and Development
STAKES	National Research and Development Centre for Welfare and Health
TBS	Technology, Business and Society
UN	United Nations
UNCTAD	United Nations Conference on Trade and Development
UNAIDS	Joint United Nations Programme on HIV/AIDS
UNDESA	United Nations Department of Economic and Social Affairs
UNDP	United Nations Development Programme
UNESCO	United Nations Educational, Scientific and Cultural Organization
UNEP	United Nations Environment Programme
UNICEF	United Nations Children's Fund
UNRISD	United Nations Research Institute for Social Development
UNU–WIDER	United Nations University–World Institute for Development Economics Research
UOC	UNRISD Overarching Concerns
WSP	War-Torn Societies Project

Recent Sida Evaluations

06/37 Cooperation between Union of Baltic Cities (UBC) and Lake Victoria Region Local Authorities Cooperation (LVRLAC), 2004–2006
Holger Jonasson, Agnes Mwaiselage
Department for Infrastructure and Economic Cooperation

06/38 Bangladesh Road Transport Corporation (BRTC) Bus Project in Dhaka
Lennart Olsson, Marie Thynell
Department for Infrastructure and Economic Cooperation

06/39 Journalism as a Tool for the Formation of a Free, Informed and Participatory Development Swedish Support to a Palestinian Journalist Training Project on the West Bank and Gaza for the Period 1996–2004
Birgitte Jallov
Department for Democracy and Social Development

06/40 SAREC Support to International and Regional Thematic Research Programs, 2000–2005, Main Report
Amitav Rath (team leader), Gunilla Björklund, Mary Ann Lansang, Oliver Saasa, Frandisco Sagasti
Department for Evaluation and Internal Audit

06/40:1 SAREC Support to International and Regional Thematic Research Programs, 2000–2005, Individual Reports and Cases
Amitav Rath (team leader), Gunilla Björklund, Mary Ann Lansang, Oliver Saasa, Frandisco Sagasti
Department for Evaluation and Internal Audit

06/41 Översyn av verksamhetsgrenen forskning, Syntesrapport
Krister Eduards
Sekretariatet för utvärdering och intern revision

06/42 Integrating the Environment? Environmental Considerations in Sida's Work
Kerstin Brunnström, Hans Hargbäck, Per Lagerstedt, Jan Olsson at ÅF Process AB
Department for Evaluation and Internal Audit

06/43 AIDS and Rights Alliance of Southern Africa (ARASA)
Hope Chigudu
Department for Africa

06/44 Projects at the General Statistics Office of Vietnam, 1995–2005
Ole Stage, Poul Henning Larsen, Pham Thi Bich Hoa
Asia Department

06/45 Proyecto de Fortalecimiento Institucional Financiado por Asdi al Procurador de los Derechos Humanos de Guatemala, 2002–2006
Mayra Alarcón Alba
Department for Latin America

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