



Mid-term Review of the UNRISD Programme, 2011-2014

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Executive Summary

Over its almost 50 years as a United Nations institution devoted to encouraging and transmitting innovative social science research into intergovernmental, national governmental and academic discussions of social development issues, UNRISD has worked to achieve its objectives. During the period 2011-2014, the Institute has a plan with three objectives: to undertake innovative research and produce new findings to address contemporary social development problems, to ensure that the research is used at the level of the UN system, the donor community, academia and civil society, and to secure long-term financial sustainability.

This mid-term review of the programme shows that the first two objectives are well on the way to achievement but that the third is increasingly problematic. UNRISD has undertaken research on some key social development issues of current concern, and has fostered analysis that provides critical new perspectives on pressing contemporary debates. It has demonstrated its ability to mobilize cross-country and cross-disciplinary networks in carrying out its research and related activities. While UNRISD has always had a solid relationship with researchers involved in its programmes, during the first eighteen months of the period, networks and partnerships have increased and been made more interactive using a combination of new linkage techniques over the internet and more accessible publications and other research-based outputs. The engagement of southern and female researchers has reached equality in the partnerships. The research has been demonstrably used at the level of the United Nations, especially in the context of Rio+20 and “Beyond 2015” (processes under way to shape the development agenda post-MDGs), as well as by the academic community as reflected in citations of research in professional publications and use in coursework. The new communication strategy, adopted in 2012 but implemented throughout the period, has shown to be effective. However, the funding situation of the Institute, particularly in terms of core funding, has not improved and in some respects has deteriorated just as the positive results of Institute’s research are becoming evident.

The review suggests a set of recommendations for sharpening the strategy, making monitoring of results more effective and taking a new programmatic and results-based approach to funding proposals with a consequent improvement of support by donors

Background

UNRISD was established in 1963 as an autonomous space within the UN system for the conduct of policy-relevant, cutting-edge research on social development that is pertinent to the work of the United Nations Secretariat; regional commissions and specialized agencies; and national institutions. Through its research, UNRISD aims to ensure that social inclusion, equity and justice are placed at the centre of development thinking, policies and practice. It emphasizes the essential role of social policies, institutions and actors in development processes and outcomes. It seeks to generate and share knowledge through research networks across regions and disciplines. It works to connect this knowledge and critical analysis with international debates and policy processes. It proposes alternative solutions to contemporary development problems.

UNRISD's overall objective is to generate knowledge and articulate policy alternatives for addressing urgent social development and poverty reduction challenges in the current context of crisis and uncertainty. In order to achieve this objective, UNRISD has defined three specific objectives relating to research, communications and fundraising for the period 2011–2014:

- Undertake innovative research and produce new findings to address contemporary social development problems;
- Increase the recognition and use of its research by stakeholders within the UN system, the donor community, academia and civil society in order to influence policy and practice; and
- Secure the long-term financial stability of the Institute through diversification of sources and an increase in core and project funding.

As described in the UNRISD Research Agenda 2010-14, the current global context creates a new climate and urgency for thinking about poverty reduction, equity and social justice. Building on the Institute's demonstrated strengths in social policy, governance, social movements and gender, the research agenda aims to better understand the shortcomings of development policy and practice, identify successful and promising alternatives, as well as how desirable social outcomes can be achieved under different economic and political circumstances.

The 2010-2014 research agenda is framed around two main themes. Social policies for inclusive and sustainable development addresses the social dimensions of recent crises and related processes of transformation on different social groups and institutions, as well as the possibilities for creating more resilient, sustainable and inclusive growth paths under different economic conditions. The politics and institutional dynamics of social development focuses on the political processes and institutional arrangements that foster positive social change, examining the how both state and non-state actors can deliver improved welfare outcomes to citizens. Other research-related activities and special events are also being carried out on gender equity and women's empowerment; climate change as a social development issue (linked to Rio+20 in 2012); and the role of the UN in research, knowledge

creation, sharing ideas and shaping development agendas (for UNRISD's 50th anniversary in 2013). The findings of UNRISD research over the period and before are being fed into discussions and debates shaping the post-2015 development agenda.

UNRISD aims to continue to fulfill the purpose for which it was established nearly five decades ago: to promote critical inquiry and to exercise leadership within the UN system in generating knowledge and articulating policy alternatives on contemporary social development processes and problems. Through its activities, UNRISD seeks to contribute to the broader goals of the UN system of reducing poverty and inequality, advancing well-being and rights, and creating more democratic and just societies.

UNRISD is the only organization within the UN system dedicated exclusively to multidisciplinary research on contemporary social development issues. As an autonomous institution, it is able to produce high-quality research independent of agency or political interests and provide a neutral ground for debate and discussion. As the centre of an extensive global network of academic, policy and advocacy institutions that both participate in and use UNRISD research, UNRISD expands access for Southern researchers to global networks and provides a platform for making Southern research visible in international academic and policy forums.

UNRISD brings its research to the attention of a range of actors in the international development community (the UN system, the donor community, academia and civil society) through appropriate outputs and mechanisms, in order to influence policy making and advocacy activities, and support evidence-based learning and knowledge sharing.

The Mid-term Review (MTR) assesses progress in 2011-2012 towards the institutional objectives and activities set out in the funding agreement, with reference to (i) the 2011-2014 Institutional Strategy; (ii) the 2010-2014 Research Agenda; and (iii) a Results-Based Management (RBM) log frame covering the period 2011-2014 that is updated semi-annually in terms of results reporting. Most of the data for 2012 made available to the MTR in September 2012 only cover the first six months, through June 2012. The MTR also reviews priorities and makes recommendations for the remainder of the agreement (2013- 2014)..

The main purposes are to:

- ❖ • Assess the progress made by UNRISD in achieving specified objectives, with a focus on:
 - Relevance and quality of UNRISD research;
 - Effectiveness of communications and outreach;
 - Overall effectiveness and impact, given the Institute's size and total budget; and
 - Use of a special grant to support UNRISD's fundraising activities.

- ❖ • Identify interim achievements, lessons learned and shortcomings.
- ❖ • Recommend measures to improve the implementation of activities in order to achieve objectives.

Methodology

As part of its strategic planning, UNRISD prepared a logical framework that specifies the objectives to achieve during the period 2011-2014 and the outcomes that should be obtained to meet those objectives. This also specified the expected connection between UNRISD's activities and output and the expected outcomes.

Consistent with good practice in RBM, UNRISD has set up a system of indicators, data sources and data collection methods for each outcome, and has been compiling information systematically within this framework since 2011. A smaller set of indicators were already being collected and reported to Sida since 2007 in a simplified "result reporting matrix". While there have been some changes and improvements in data collection over the first two years of the period, the data collected provided a strong basis for assessing whether the expected outcomes were being obtained.

The mid-term review was entrusted to John Mathiason, Managing Director, and Punit Arora, Principal Associate of Associates for International Management Services. They reviewed the results material and undertook consultations in order to prepare the review according to standards applied within the United Nations.

The review began with an examination of the existing data and documents that were provided to the evaluators by UNRISD. From these, initial findings were deduced in the first draft of the report and provided to UNRISD for comments, consistent with United Nations Evaluation Group norms that evaluations should include consultation with stakeholders. This also formed the basis of interviews with senior UNRISD staff and some other key stakeholders. In the interchange, additional data were provided to substantiate and/or rectify evidence of results.

A second draft of the report including revised findings, as well as draft conclusions and recommendations, was then provided to UNRISD for final comments and, taking these into account, this final draft was completed.

Findings

Based primarily on a review of the documents and analysis of data specified in the logical framework and supplemented by interviews with key UNRISD staff, the following findings are made.

Specific objective 1: Knowledge generated through UNRISD research contributes to a better understanding of, and greater pluralism in approaches to, contemporary social development and poverty reduction challenges.

This objective focuses on increasing the generation of empirically grounded, responsive, transferable and actionable knowledge, especially in collaboration with southern researchers, taking advantage of UNRISD's mediating position between researchers and the international system. This objective has six broad outcomes; many of which include several intermediate outcomes.

Outcome 1.1 UNRISD collaborative research teams successfully undertake multi-country comparative studies

For this outcome to be obtained, UNRISD researchers need to engage other researchers, especially from the global south. As can be seen in the analysis of immediate outcomes, this outcome has largely been achieved.

Intermediate outcome 1.1.1: Research networks are utilized/activated through multi-country comparative research studies

This is an outcome since UNRISD can influence, but not control, participation in research networks. The outcome results from the need to facilitate higher generation and use of knowledge products across its operational areas. With this in mind, UNRISD sought to increase collaboration among researchers across various member-states, with a specific focus on 'southern' countries. Since the outcome did not include specific quantitative (e.g., increased number) or qualitative (e.g. stronger network ties) targets in this respect¹, performance in previous years was used as a benchmark to observe progress.

Given the size of the Institute, the data show that UNRISD has mobilized and engaged with an impressive number of researchers in its research and related activities: the research network stood at 343 in mid-2012. Table 1.1 shows a diverse and well-balanced network in terms of gender and geographic representation.

	2011	Additions in 2012 (till Jun)	Grand total
Women	144	22	166
Men	156	21	177
South	157	29	186
North	143	14	157
Grand total	300	43	343

¹ Going forward, the review recommends using appropriate targets for the plan period, which could pertain either to network expansion or to deepening/strengthening the network ties. If none of these are applicable, it would signify that this outcome has already been achieved to the extent needed and no longer needs to be included in future plans. The outcomes should also specify the risks and assumptions associated that may cause variability in achievements and the steps being undertaken to manage and minimize these risks.

Intermediate outcome 1.1.2: Varied research products resulting from multi-country comparative research studies

UNRISD has maintained a high level of quality outputs to which its networks contributed. In 2008, it had reported 87 publications; this increased significantly to 108 in 2011 and 175 in the first eight months of 2012 (See table 1.1.2 below). The increase in journal publications in 2011 and 2012 is of special significance and may highlight the high quality of work being produced by UNRISD.

Table 1.1.2. Publications by Type			
	2011	2012 (8 months)	Grand Total
Books	4	11	15
Book chapters	14	93	107
Journal articles	39	18	57
In-house papers and reports	7	10	17
In-house briefs, newsletters and others	20	22	42
Podcasts	7	10	17
Videos	1	9	10
CDs	0	1	1
Others	16	1	17
Grand Total	108	175	283

Notably, this increase in 2011-2012 came at a time when UNRISD, like many of its counterparts, struggled for funding in difficult economic times for traditional donors. UNRISD has done more with less in a difficult funding environment (fewer resources) and a shrinking research staff. The other factor in the increase has been creativity, producing output that is more accessible and innovative, including new and digital media such as podcasts and videos, as well as an emphasis on policy briefs and syntheses.

Outcome 1.2 Southern perspectives are incorporated into UNRISD research.

While UNRISD has always emphasized incorporation of southern perspectives, it has recently initiated a number of steps to increase incorporation of perspectives of southern collaborators in UNRISD research. To assess the impact of these initiatives, UNRISD had set these performance indicators:

1. Number of southern researchers in UNRISD's networks
2. Southern collaborators recruited through open calls
3. Number of southern collaborators/consultants who are authors or co-authors of publications
4. Number of southern visiting fellows

Data once again reveal notable achievements on these indicators. Table 1.1.1 shows that the number of southern researchers in UNRISD networks increased to 186 in 2012, representing more than half of all the researchers in the UNRISD network.

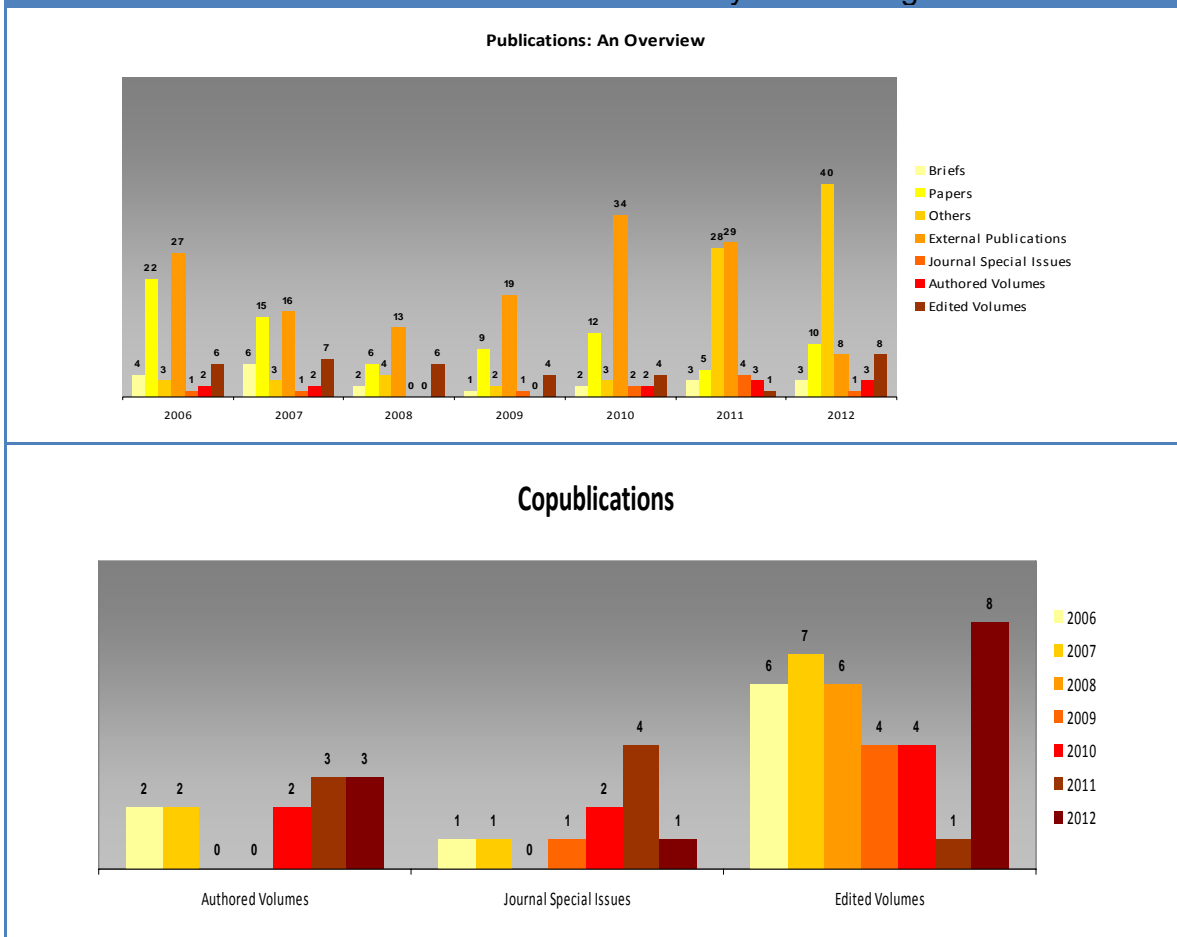
Data also indicate that in 2011, 116 researchers, including 62 southern researchers, were engaged in the UNRISD network as a result of open calls for authors. Total figures were not yet available for 2012, but at the time of the MTR UNRISD had two

calls open (one conference call for papers, and one call for expressions of interest in joining a research project). Comparatively, the total numbers of researchers engaged on the basis of open calls in previous years have ranged from 20 in 2007 and 1 in 2008 to 30 in 2009 and none in 2010.

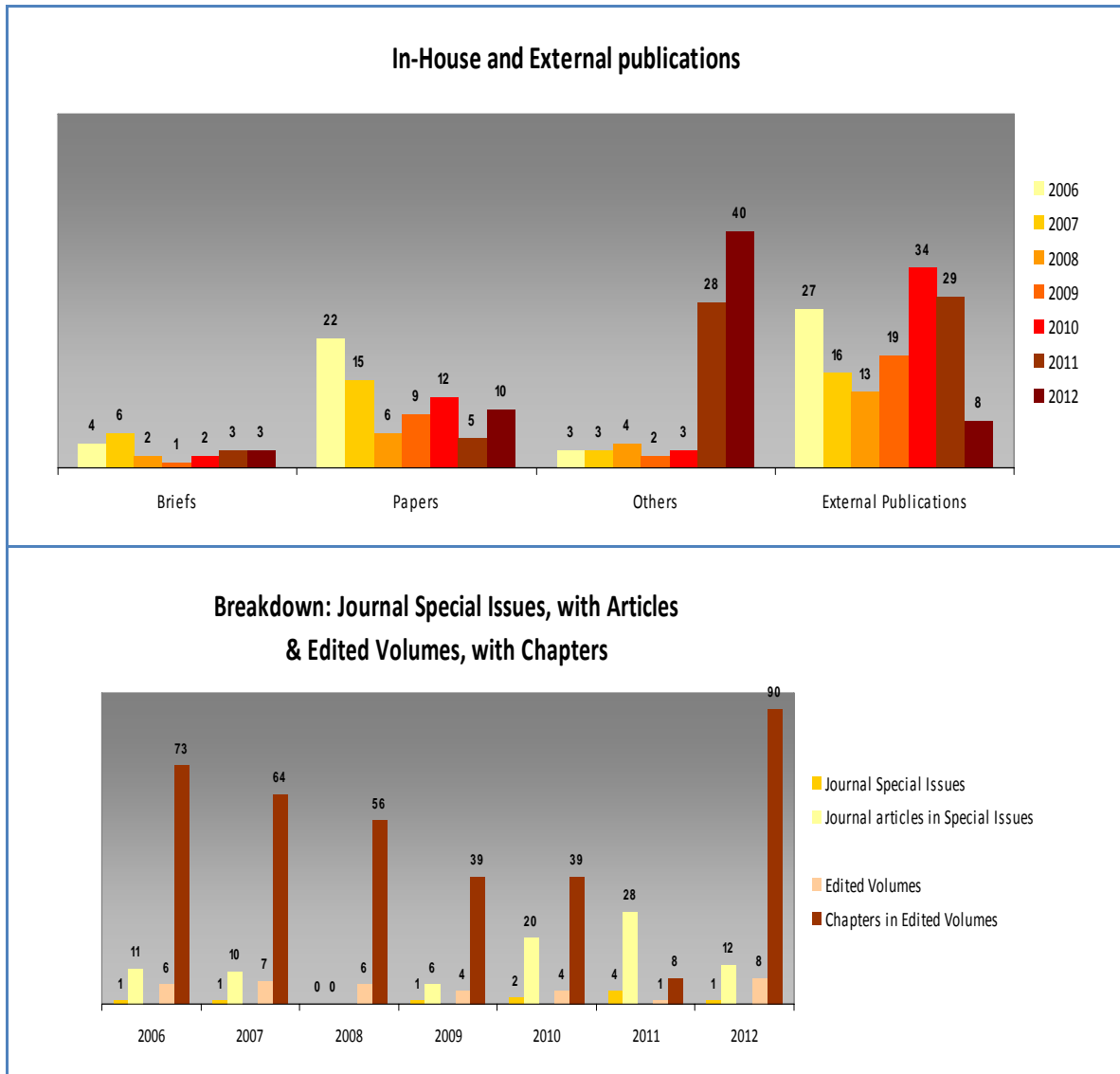
Outcome 1.3. UNRISD research consistently maintains high standards of quality

The best index for quality of research is publications in peer-reviewed journals, and data indicate (Tables 1.1.2 & 1.3.1) increased success for UNRISD in this respect. The charts in Table 1.3.1 below show an upward trend in publication success, despite the cyclical nature of publication process.²

Table 1.3.1 UNRISD Publications January 2006 – August 2012



² This uneven performance appears related to the vagaries of project financing and (especially) publication process, which essentially refers to the fact that unlike large organizations, UNRISD is impacted more by research project financing and publication processes, with more publications expected towards the end of a particular project cycle than in earlier phases. Even after considering such cyclical effects, data show an uptrend that reflects well on the performance of UNRISD.



UNRISD also demonstrated research quality by its uptake and use by a variety of international development stakeholders, and its log frame included three indicators to measure success in this respect: (1) Number of known bibliographic citations of UNRISD publications, (2) Number of known references to UNRISD and its contributions to post-MDG agenda, and (3) Number of known university course use of UNRISD work.

The data collected by UNRISD showed 118 known references to UNRISD work; of which 59 were bibliographic citations during the first six months of 2012. Additionally, UNRISD participated in a free trial of SCOPUS, a bibliographic database (owned by Elsevier) in September-October 2012. This free trial led to the identification of an additional 133 previously unrecorded bibliographic citations of UNRISD work from 2012 academic journal sources. It also revealed that 58% of the authors citing UNRISD sources are from southern institutions.

Another important indicator of high quality of UNRISD research is its use in university coursework. The information available with UNRISD, which may not be complete as this information is not systematically collected, shows 83 known uses in 2011; 28 were identified for the first six months of 2012. Top universities using UNRISD publications for coursework include George Washington University, Lund University, Carleton University, Fordham University, University of Oslo, Harvard University, London School of Economics, Johns Hopkins University, University of Oxford and Yale University, as well as the University of Ghana, Uganda Management Institute, Beijing Normal University, Universiti Sains Malaysia, University of the Philippines, University of Mauritius, Central European University and University of South Africa.

Outcome 1.4. Research outputs contribute to debates on alternative development approaches

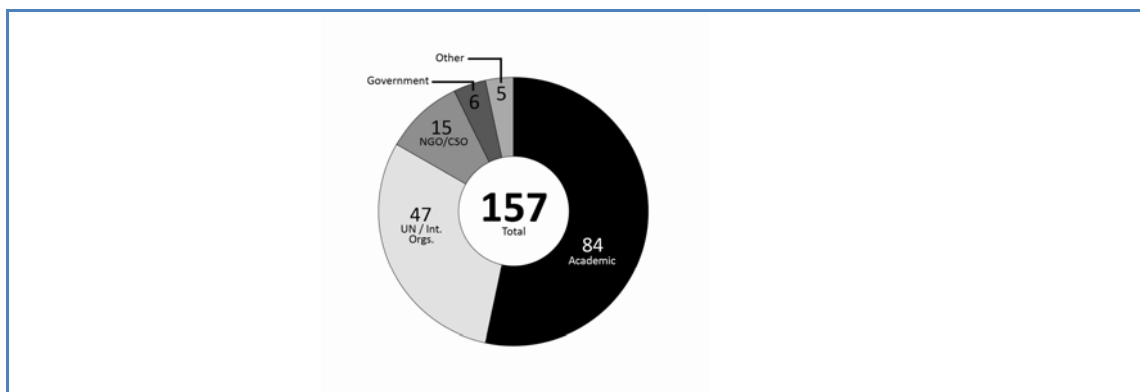
Through its contribution/presentation of ideas and advisory work, UNRISD research often does challenge mainstream thinking such as where its analysis demonstrates problematic social consequences, or its frameworks of analysis expose limitations in dominant approaches. Example include the focus on neglected social dimensions of the green economy; the focus on inequality as essential for poverty reduction.

While the review suggests extensive stakeholder interviews to capture this information more appropriately for the final evaluation, given time and resource constraints it was decided to use a two-pronged approach to assess this, which was to consider all available anecdotal information in a systematic manner in conjunction with the output indicators delineated in the logframe to deduce the plausibility of success for UNRISD.

Table 1.4.1 provides information on advisory work performed by the UNRISD staff to further this agenda, and table 1.4.2 on the creation and provision of space for debating alternative policies and approaches. As seen in Table 1.4.1, despite its small size and limited number of staff members involved in research and advisory work, UNRISD has been very active in advisory work of all kinds, especially such as pertains to academia and UN/international organizations.

In 2011, UNRISD staff carried out 157 advisory activities in total.

Table 1.4.1. Advisory work by UNRISD Staff in 2012 (January-June)			
Type of Activity	Frequency	Sector	Frequency
Advisory Board Membership	1	Institutions/Research centers	24
Editorial Board Membership	4	Foundations	1
Other board membership	4	Governments/Missions/Embassies	1
Network or organization membership	6	NGO/ Civil society	2
Peer-Reviewing	7	UN/Specialized agencies	6
Informal Consultation	8	Not specified/ Missing	1
PhD/ Masters Supervision	5		



Social media plays a major part in the digital space creation strategy of UNRISD, and Table 1.5.1 below presents statistics on its engagement in the digital space. As seen in the table, there has been a steady and successful increase in UNRISD's digital engagement with its target audience. This finding is also relevant to Outcome 2.1 and should also be applied there.

Table 1.4.2. Social Media Statistics: UNRISD (2010 onwards, quarterly)					
	Facebook followers ("Likes")	Twitter followers	Youtube Video Views	Podcast downloads	Scribd reads
Sep 2012	1,834	10,610	31,494	554	2,211
Jun	1,500	8,893	22,739	450	2,103
Mar	1,202	7,594	13,246	657	1,351
Dec 2011	891	6,293	5,247	212	1,568
Sep	667	5,422	x	292	804
Jun	461	x	x	114	511
Mar	x	x	x	262	Launched
Feb	x	x	x	287	x
Dec 2010	115	1,850	x	253	x
Sep	Launched	814	2,337	253	x
Jun		648	2,035	265	x
Feb		503	1,184	209	x
Jan		x	x	290	x

Lastly, interviews and case studies/examples collected from UNRISD staff point to evidence of reasonable success in putting forward alternative views and new perspectives on social development challenges, as set out in the UNRISD research agenda. Four important examples in this respect pertain to UNRISD's flagship report on poverty, its work on political and social economy of care, its conference on integrating social dimensions into green economy, and ongoing contributions to reflection about inequality as a key issue for the post-MDG agenda.

Combating Poverty and Inequality: Structural Change, Social Policy and Politics, the Institute's flagship report published in September 2010, has continued to attract

attention in academic, policy and advocacy circles. It has been favourably reviewed in academic journals, used in university coursework, and provided content to two special issues of journals. It has been widely cited in United Nations documents and publications. The report also generated requests from UN and civil society organizations interested in using its framework in their operational work.

UNRISD research on Political and Social Economy of Care continued to attract attention and to be widely disseminated in 2011-2012—through journal issues, edited volumes and chapter contributions, through presentations in academic and policy institutions, and informing both research and policy development in some countries (e.g., Argentina, India and Switzerland).

By early 2011, as it became increasingly evident that the social dimensions were being neglected in the discussions on green economy, a main theme to be addressed at Rio+20, initiated an inquiry aimed at clarifying issues and positioning the social dimensions of green economy and sustainable development more centrally in analysis and policy debates. This became an extensive programme of activities linked directly to the theme of Rio+20 and strengthening UNRISD's position to contribute to reflection that integrates sustainability into the post-2015 development agenda.

In September 2011, UNRISD was invited to become a member of an inter-agency Task Team established to propose a unified vision and road map for the definition of a UN Development Agenda post-2015. As a member of this Task Team UNRISD worked actively alongside other UN agencies from January 2012 through to June 2012 to produce a number of documents, most notably: *Realizing the Future We Want for All*, (Report to the Secretary-General). UNRISD also published other important documents such as *Inequalities and the Post-2015 Development Agenda: A Concept Note* and (with UNICEF, DESA, UN Women, ESCAP and ECE) *Addressing Inequalities: The Heart of the Post-2015 Development Agenda and the Future We Want for All*. In August 2012 UNRISD was invited to join the *Advisory Group for the Global Consultation on Addressing Inequalities in the Post-2015 Development Agenda*. As a member of this advisory group, UNRISD will continue to influence the UN's thinking on the issue of inequality and how it feeds into the post-2015 development agenda.

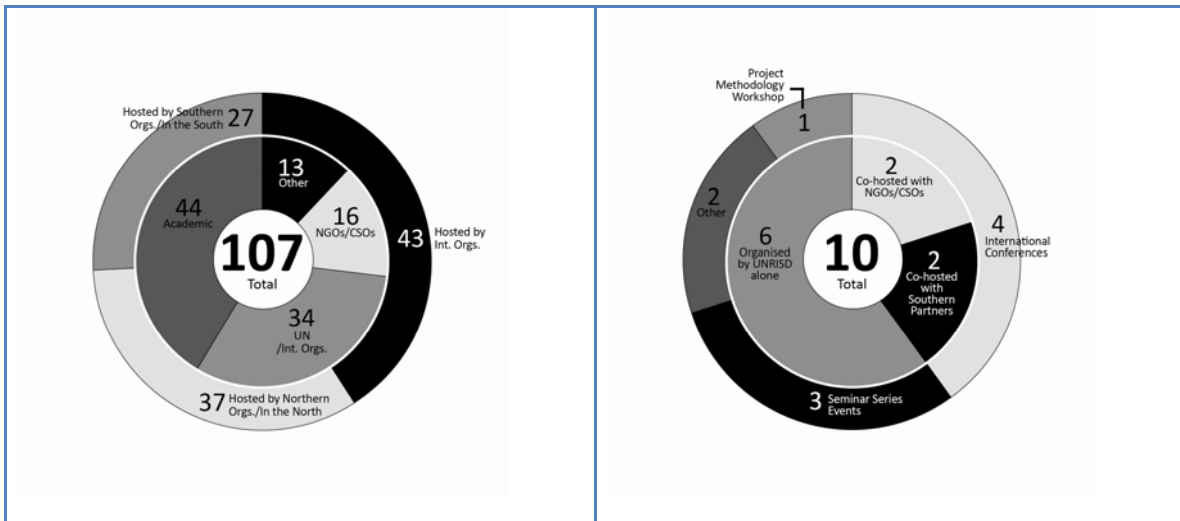
In all of these examples, UNRISD seems to have played an important role in identifying and undertaking research on otherwise neglected issues.

Outcome 1.5. UNRISD establishes and strengthens partnerships with key southern institutions and researchers

This outcome contains four intermediate outcomes: (a) Relevant partnerships strengthened with southern institutions, (b) Events convened and co-convened by UNRISD with southern institutions and researchers, and (3) Pieces of work co-published with southern institutions or researchers, and (4) Research/ project/ funding proposals co-authored with southern institutions or researchers.

UNRISD initiated a new partnership strategy in 2011-12, and has already formed 22 partnerships; 13 of these are with institutions from the south.

At June 2012, UNRISD's forward planning calendar included 62 events in 2012; 29 of these are in the "north", 22 in the "south" and 11 are international in nature. The planning calendar helps UNRISD track both events it (co)organizes, and the participation of staff in externally organized events. During the first six months of 2012, UNRISD convened or co-convened eight events — of which three were in the south. The data for 2011 are illustrated below.



There was a significant response to these events. For example, in 2011 UNRISD could pay for only a limited number of speakers and paper presenters to attend its green economy conference, but more than 200 people decided to attend the conference at their own expense, and a large number of these participants came from south including India and the African continent.

The number of southern authors or co-authors of publications for January to June 2012 was 50 in comparison to 22 in 2011.

Overall, data suggest that UNRISD has been demonstrably successful in achieving the outcomes pertaining to Objective 1 that UNRISD had set out for itself in that it has increased its engagement with other researchers, and stimulated increased research on otherwise neglected social policy issues.

Specific objective 2: Increase the recognition and use of its research by stakeholders within the UN system, the donor community, academia and civil society in order to influence policy and practice

Outcome 2.1 The communications strategy is developed and approved by the board

The Board approved the communication strategy in March 2012, although this was already a significant activity of the institute during 2011, reflected in the findings under Objective 1.

Outcome 2.2 UNRISD uses a range of channels and formats to communicate effectively with relevant audiences

UNRISD has increased the number and range of channels over the period 2011-2012 (through August) as can be seen from Table 2.2.

Type of publication	2011	2012	Grand Total
Co-published	40.7%	65.1%	55.8%
In-house	32.4%	29.7%	30.7%
External	26.9%	5.1%	13.4%
Number	108	175	283

The first point to notice is that the published output of UNRISD has almost doubled in 2012 by August. The greatest growth is in co-published documents, suggesting that they have succeeded in engaging others in the effort. All categories of publications are important. For example, the fact that UNRISD research outputs are co-published with academic/commercial publishers and in journals is an indicator of the quality and relevance of the work. In-house publications (jointly in some cases with partners) enable wide access and illustrate engagement and external

³ Note: The Co-publications category includes monographs co-published with Commonwealth Secretariat; edited volumes co-published with (e.g.) Palgrave and Routledge; and journal special issues. Some in-house publications have been produced in collaboration with partners (Green Economy series in collaboration with FES) -- these are not categorized/counted as co-publications but would support the conclusion that UNRISD "engages others in the effort". External publications are defined as pieces authored by UNRISD researchers that are published in "external" sources (e.g, edited volumes, journals, other media) which themselves are not considered the outputs of UNRISD projects/programmes.

publications indicate that UNRISD research is solicited by other experts in the field and is relevant beyond the Institute's own outputs.

In addition, in 2012 there was also an increase in outputs using new methods of communication, with videos and podcasts increasing from 1% in 2011 to 11 percent in 2012. And, as noted under Objective 1, there has been a satisfactory level of downloads of these publications.

Outcome 2.3 UNRISD research facilitates (1) a better understanding of the contribution of social policy for inclusive and sustainable development, and (2) a better understanding that political processes are crucial dimensions of poverty reduction and social development

The outcome needs some interpretation. In order to facilitate a better understanding, the UNRISD research needs to be read first. Then, if it was used in academic places, it would be reflected in citations. One problem with citations is that they are typically lagged, so it is difficult to determine the frequency of citation for new publications. Fortunately, UNRISD has collected information on citations of their work during 2011 and the first nine months of 2012. As can be seen from Table 2.3.1, there were 242 citations in 2011 that were distributed among professional journals, books, UN system documents and NGO publications and 192 in the first nine months of 2012. The research was clearly used. The most cited document (20 percent) was the 2010 flagship publication. This, of course, reinforces the idea the effect of research may be lagged but also has a long-term value.

Place of citations	2011		Jan-Jun 2012	
	Number	Percent	Number	Percent
Academic Journals	163	68%	147	77%
UN System documents	55	22%	25	13%
Books	7	3%	3	2%
NGO publications	17	7%	17	8%
Total	242	100%	192	100%

One measure of use of documents is whether they are downloaded from the UNRISD website. Downloading implies an intention to read, which is a precondition for understanding. UNRISD, using Google Analytics, collected data on downloads for the period February-July 2012 and, as can be seen from Table 2.3.2, there have been a large number of downloads. The table shows the total, almost 30,000 downloads in six months, as well as the total for the top 50 documents.

	February	March	April	May	June	July	August	September	TOTAL
Downloads (Top 50)	2,864	3,192	2,395	2,966	2,441	1,427	2,041	1,881	19207
Downloads (Total)	5,800	5,800	5,062	5,703	4,530	2,406	3,281	872	33454

Documents downloaded 100 or more times each month indicate which documents were most used. As can be seen from Table 2.3.2, they vary from major publications to research reports. Three, however, were steadily used. These include the 2010 flagship report *Combating Poverty and Inequality* and the study on *Gendered Impacts of Globalization: Employment and Social Protection* but the most downloaded in a single month was Elissa Braunstein's *Neoliberal Development Macroeconomics: A Consideration of its Gendered Employment Effects*, which was downloaded more than 1000 times. This could suggest that the results from major programmes within UNRISD generate the greatest use. However, while the studies on gender are part of a longstanding commitment to research on gender, these were both funded through small project grants. As will be noted under Objective 3, the longer-term work was made possible because of adequate core funding. Moreover, these papers all propose an alternative perspective to mainstream economics, as noted in the findings under Objective 1.

One of the top documents downloaded was actually published in 1995, while others were from 1997 and 1999, suggesting that the conceptual and broad-ranging research undertaken by UNRISD has a long-term relevance for and use by researchers.

February	
Elissa Braunstein. <i>Neoliberal Development Macroeconomics: A Consideration of its Gendered Employment Effects</i> . (February 2012)	1001
<i>Combating Poverty and Inequality</i> (September 2010)	190
(5) Ian Gough. <i>Climate Change, Double Injustice and Social Policy: A Case Study of the United Kingdom, Occasional Paper One, Social Dimensions of Green Economy and Sustainable Development</i> . (Dec 2011)	114
Shahra Razavi and Carol Miller. <i>From WID to GAD: Conceptual Shifts in the Women and Development Discourse</i> (February 1995)	107
March	
(2) Camilla Arza. <i>Pension Reforms and Gender Equality in Latin America</i> . (March 2012)	450

(3) Shahra Razavi, Camila Arza, Elissa Braunstein, Sarah Cook and Kristine Goulding. Gendered Impacts of Globalization: Employment and Social Protection (March, 2012)	293
Elissa Braunstein. Neoliberal Development Macroeconomics: A Consideration of its Gendered Employment Effects. (February 2012)	206
(1) Conference News: Green Economy and Sustainable Development: Bringing Back the Social Dimension. (March 2012)	143
UNRISD Flagship Report, Combating Poverty and Inequality	124
George A. Larbi. The New Public Management Approach and Crisis States (September 1999)	100
April	
(2) Camilla Arza. Pension Reforms and Gender Equality in Latin America. (March 2012)	434
Shahra Razavi, Camila Arza, Elissa Braunstein, Sarah Cook and Kristine Goulding. Gendered Impacts of Globalization: Employment and Social Protection	230
Combating Poverty and Inequality	130
Riva Krut. Globalization and Civil Society: NGO Influence in International Decision-Making (April 1997)	114
May	
Laura Rival. Sustainable Development through Policy Integration in Latin America: A Comparative Approach. (May 2012)	437
Payal Banerjee and Atul Sood. The Political Economy of Green Growth in India. (May 2012)	267
Michael Winer, Helen Murphy and Harold Ludwick. Payment for Ecosystem Services Markets on Aboriginal Land in Cape York Peninsula: Potential and Constraints. (May 2012)	190
Shahra Razavi, Camila Arza, Elissa Braunstein, Sarah Cook and Kristine Goulding. Gendered Impacts of Globalization: Employment and Social Protection	181
Magazine for Rio+20. From Green Economy to Green Society: Bringing the Social to Rio+20. (May 2012)	136
Shahra Razavi and Carol Miller. From WID to GAD: Conceptual Shifts in the Women and Development Discourse	132
UNRISD Flagship Report, Combating Poverty and Inequality	120
June	
Magazine for Rio+20. From Green Economy to Green Society: Bringing the Social to Rio+20. (May 2012)	543
Mairon Bastos Lima. The Social Side of Biofuels in Brazil, India and Indonesia. (July 2012)	204
July	
Sakiko Fukuda-Parr. Recapturing the Narrative of International Development. (July 2012)f	201

Shahra Razavi, Camila Arza, Elissa Braunstein, Sarah Cook and Kristine Goulding. Gendered Impacts of Globalization: Employment and Social Protection	140
Social Dimensions of Green Economy, UNRISD Research and Policy Brief.	127
Politics of Domestic Resource Mobilization, UNRISD Project Brief.	113
(10) James Heintz and Francie Lund. Welfare Regimes and Social Policy: A Review of the Role of Labour and Employment. (July 2012)	104
August	
Gendered Impacts of Globalization: Employment and Social Protection, UNRISD Research and Policy Brief	491
The Politics of Domestic Resource Mobilization for Social Development, UNRISD Project Brief	488
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September	
Gendered Impacts of Globalization: Employment and Social Protection, UNRISD Research and Policy Brief	125

Outcome 2.4 UNRISD research facilitates a better understanding of equity and social development issues in the development of a post-2015 development agenda

The initial point at which the post-2015 development agenda is being created was the United Nations Conference on Sustainable Development (Rio+20). UNRISD was active in that event in June 2012 and its preparations. One important output was the conference on the theme “Green Economy and Sustainable Development - Bringing Back the Social Dimension” on 10-11 October 2011. In this UNRISD was innovative in that it raised new issues at the conference, and involved multiple UN agencies, and thereby raised some of these issues on other agendas. In this sense it was an ‘input’ into the Rio processes, and gave UNRISD the basis to input into the documents and discussions. UNRISD is also a member of the expanded Executive Committee for Economic and Social Affairs of the UN system. UNRISD ran several side events at the Rio Conference, including an event at the People’s Summit that was the only one there done by a United Nations institution. It also produced several reports on the social dimensions of the green economy. While the causal connection is difficult to prove, the outcome document of the Rio Conference, The Future We Want, makes frequent references to the green economy in a social development context, especially with reference to social protection and social protection floors that were prominent in the Flagship Report of 2010 and contributed noticeably to the UN wide initiative lead by the ILO and others.

In the follow-up, UNRISD has been a member of the UN System Task Team on the Post-2015 UN Development Agenda, whose report Realizing the Future We Want for All includes many of the ideas advocated by UNRISD, such as universal social protection. The extent to which this is due to UNRISD cannot be fully assessed, but

it is reasonable to conclude that it contributed to the decision by providing language that becomes part of the text of documents produced by the system.

Outcome 2.5 Reports by the UN Secretary General, and other relevant UN agencies incorporate UNRISD research

The Commission on Social Development is a main focus of UNRISD work. Biennially it reviews the Report of the UNRISD Board and is responsible for electing members. Its work has been organized around priority themes and the theme for 2011-2012 was poverty eradication. UNRISD's work, particularly its flagship report on *Combating Poverty and Inequality: Structural Change, Social Policy and Politics* done in 2010 was cited in the Secretary-General's report for 2011, as was one of the background reports for the flagship report, Armando Barrientos, "Social protection and poverty reduction". Similarly, the Secretary-General's report on social protection, as an emerging theme, cited both UNRISD documents. In addition, the UNRISD Director participated on a panel on social protection. While UNRISD was not physically present at the 2012 session, the Secretary-General's report referred to the two UNRISD reports. For this, UNRISD has worked with the Division for Social Policy and Development.

Drawing a causal connection between UNRISD output and this outcome is not always easy, but there is evidence that it occurs. An example is the preparation for the 2013-2014 priority theme on empowerment of people, where the UNRISD director participated in an expert group meeting. One of the evaluators was the lead consultant for that expert group meeting and could observe that the content of the Director's presentation was included in the report of that meeting.

UNRISD has also contributed material that is widely used by other UN system organizations, including UNICEF, other units in the Department of Economic and Social Affairs (DESA), ESCWA and ESCAP. The FAO was sufficiently enthusiastic about the approach taken by UNRISD in its poverty approach that they co-financed a small project to operationalize the approach for a programme in Tanzania.

As discussed above and under Outcome 1.4, in the context of preparing the Secretary-General's proposals for post-2015 goals, UNRISD has contributed to documents prepared by the group.

Outcome 2.6 UNRISD maintains and increases its visibility and recognition through relevant institutional networks and connections and through maintaining relationships with Alumni

There is strong evidence that UNRISD is achieving this outcome, as noted earlier in findings under Objective 1. In previous periods, "network" was used to refer only to individuals who had been given contracts by UNRISD. There are now systems in place to collect data on researchers who:

- Were given a contract to participate in research and related activities.
- Spoke on an UNRISD event panel
- Wrote a paper under a call for papers

- Continued to be involved in producing project outputs (contributors to edited volumes under preparation, via dissemination events, etc.) after conclusion of the “research phase” of a project
- Regularly exchanged and engaged with UNRISD, as part of a broad “community of practice”
- Were UNRISD “alumni” (former research staff, analysts and interns)

On this basis, in 2011, as a baseline, the UNRISD network involved 300 researchers, of which 157 (52%) were from the South and 144 (48%) were women. Using the same criteria, by June 2012 the network stood at 343 members, almost equality divided between members from the developed countries (North) and developing countries (South). Most became part of the network by having worked with UNRISD in the ways listed above on specific projects and have stayed connected, which is a positive result.

UNRISD counts as members of its network individuals who have some level of active involvement during a given year via the channels listed above. There is a fairly broad set of issues across which they have been involved, reflecting UNRISD research topics and related activities over a span of several years: social policy, gender, poverty and inequality, migration, sustainable development, corporate political influence, rural development, etc.

To make the network more interactive, UNRISD launched a formal Alumni Network in April 2012 to bring together current and former collaborating researchers, staff and interns from across the globe, and across disciplines, to enable researchers, activists and policy makers working on similar subjects to forge new connections, and to provides opportunities to rekindle earlier collaborations and share professional work, research ideas, and job and funding opportunities. By June 2012 the network had 49 active members. The Communications and Outreach Unit is actively engaged in the long-term project of growing the network.

UNRISD lists 22 institutional partners on its website. All of them are partnering with UNRISD on the substance of research – therefore, while some of them are funders like the Rosa Luxemburg Foundation, most are research institutes or networks like Codesria and the International Social Science Council.⁴ These partnerships provide an additional form of leverage for UNRISD.

Specific objective 3: The institutional and financial stability and sustainability of UNRISD is secured through an increase in funding and diversification of funding sources

This objective responds to a concern that without financial stability, UNRISD will not be able to achieve its overall institutional objectives. The analysis of fundraising in

⁴ A number of these institutions also cite UNRISD as part of their networks as well.

March 2012 by Daryl Upsall Consulting International (DUCI) suggested a number of problems that were behind the instability, including general issues of financing the United Nations, changing donor priorities and general uncertainty. To address these problems, a new fundraising strategy is being implemented. As can be seen from the specific outcomes, it is probably too early to determine the success of this strategy.

Outcome 3.1 Funding strategy is approved by Board (2011)

The Fundraising Strategy was approved by the Board in March 2012. It included

UNRISD's strategic priority that remains to increase and diversify its funding sources in order to secure the Institute's long term financial security. The activities and steps for achieving this are shaped by the conclusions of the DUCI report, as well as by the continued difficult external funding environment.

The current focus of fundraising efforts remains principally on a number of long-standing donors who are familiar with UNRISD, and who remain the major funders for development research. These will continue to be approached for:

- Core funding through multi-year agreements;
- Large scale, multi-year research projects (programmes);

This will be done through bilateral contacts and through a planned donor meeting.

The implementation of the Strategy is underway.

Outcome 3.2 Increased number of core funders providing multiyear funding agreements

This outcome has not been achieved. The number of core funders providing multi-year funding has been declining steadily over time, and during the period only two, the Swedish International Development Cooperation Agency (Sida) and the United Kingdom Department for International Development (DFID) have provided core funding through multiyear agreements in 2012. It should be noted that there has been an increasing tendency for bilateral donors to reduce core funding and instead to fund specific projects throughout the United Nations System.

Outcome 3.3 Increased share of contribution from current smaller core funders

This outcome has not been achieved. While smaller funders have become engaged, they now tend to fund specific projects.

Outcome 3.4 Increased number of donors providing core funding

In 2011, donors to core funding were Denmark, Finland, Mexico, South Africa, Sweden and the United Kingdom. At 31 October 2012, Denmark, Finland, Sweden and the United Kingdom had provided core contributions. Denmark announced that

it would not provide core funding after 2012. The number of donors providing core funding has been variable over time and in the recent past Norway, the Netherlands and Switzerland had provided core funding.

Outcome 3.5 Core funding returns to 2008 levels before increasing

Core funding in 2008 was \$3,682,108. In 2011 total funding was \$4,493,080, of which \$1,483,708 was project funding, meaning that core funding was \$3,009,372, so less than 2008 levels.

Outcome 3.6 Project funding increases as share of total institutional revenues

Project funding in 2010 was \$80,666 or 2.6 percent of total revenue of \$3,141,460. In 2011, it was 33 percent. So, through the first half, the outcome was achieved. Nonetheless, it is unlikely that UNRISD can, over the longer term, make up for (declining) core funding—and thus cover core costs—through project funding.

Historically, project funding had been variable. For example, the level of project funding received by the Institute in 2009 decreased from USD 893,944 in 2008, to USD 40,767 in 2009.

Outcome 3.7 Project funding received from new donors

The following donors funded specific UNRISD activities in 2011 and 2012: Asian Development Bank (ADB), China Medical Board, Food and Agriculture Organization of the United Nations (FAO), Ford Foundation, Friedrich-Ebert Stiftung (FES), Fundación Carolina, Hospital do Coração (Brazil), International Development Research Centre (IDRC), the Korea International Cooperation Agency (KOICA), and the governments of Brazil (Ministry of Health), Norway (Norwegian Ministry of Foreign Affairs), Sweden (Swedish International Development Cooperation Agency) and the United Kingdom (Department for International Development). A number of these were new donors.

Outcome 3.8 Increase in funding obtained through other UN agencies

In 2011, FAO provided co-funding for a joint project.

Conclusions

The mid-term review shows both positive and less positive aspects of the implementation of the UNRISD programme of work for 2011-2014. There is clear progress in achieving two of the three objectives, but the third, having to do with financial stability, has not been achieved and funding remains precarious.

The three objectives in the plan for 2011-2014 together constitute a coherent strategy for advancing UNRISD's overall mission. First, using UNRISD's position within the United Nations as a means of promoting social science research that involves alternative and innovative approaches to addressing social aspects of major problems and particularly engaging researchers from the global south. Then, using the research that is done or assembled by UNRISD, obtaining use by intergovernmental bodies in the United Nations as well as by academic and national policy-making stakeholders. The third objective has to do with achieving the kind of

financial stability that allows for research to be carried on over a sufficiently long period that it can be credible.

Having existed for almost 50 years, UNRISD has a base of researchers who have worked with it on different projects. However, there is clear evidence that new procedures, such as the open calls, as well as new products using new information and communications technology have increased the base, particularly in developing countries. Evidence suggests that researchers are willing to work with UNRISD, often at little cost to the Institute, partly because of UNRISD's status as a UN organization concerned with social development from alternative perspectives. UNRISD now has an increasing number of partnership arrangements with other research institutions and networks, including a large number in developing countries. While there is still room for improvement, the progress is very promising.

One factor that can be observed about why networking is improving is the existence of large and longer-term programmes on specific subjects as well as the application of new approaches in the communications strategy. The process leading to the flagship report in 2010 was important in mobilizing support. The wide range of activities and outputs on the social aspects of green economy had a similar effect. The current calls for expressions of interest related to Politics of Domestic Resource Mobilization for Social Development, and Social and Solidarity Economy, have received a very large number of responses and are subjects where scholarly and policy-relevant analysis are relatively new, provide other examples both of how UNRISD is able to mobilize wide-ranging networks and initiate inquiry into under-researched topics.

On the second objective, use of UNRISD research by others including especially the United Nations, there is evidence that the UNRISD is making an impact. While prior evaluations have suggested a degree of influence, the two years covered by this evaluation clearly show that UNRISD output did affect policies adopted by UN bodies. The work on poverty, the social dimensions of green economy and social protection have demonstrably been reflected in resolutions and other decisions adopted by the Commission for Social Development, the United Nations Conference on Sustainable Development and others. To make this happen, UNRISD had to be an active player in the preparations for meetings and in the meetings themselves. In several cases they organized preparatory meetings and side events, sometimes alone and sometimes with others. These were clearly effective in influencing processes that are complex. However, UNRISD has limited staff and has to use resources carefully and decide on those themes where UNRISD research could have most impact. In addition, UNRISD's recent use of social media and other innovative ICT methods, as well as the use of more accessible outputs like policy briefs, has provided a means for engaging civil society and academic institutions and practitioners in the issues.

A conclusion from this is that UNRISD should present its innovative work as set out in the research agenda in the form of key programmes with a longer-term horizon

but connected with major outputs intended to influence United Nations system policies. These need to be conceptualized and placed before both the UNRISD Board and donors, as a basis for detailed planning for the remainder of the period and into the next.

The third objective is related to the achievement of the first two objectives. During much, if not most, of its history, UNRISD had sufficient core funding to prepare its activities, find project funding and participate in both academic and UN system work. Over the first two years of the current period, core funding has become more precarious largely because of a larger process in the UN system where major contributors, in the face of the global financial crisis, have been switching from general core funding to more results-oriented funding. A result is that the financial situation of UNRISD will become more precarious just at a point where its influence and other results are bearing fruit. This is despite the fact that UNRISD now uses an RBM model, including a very specific logical framework, to meet funders' expectations, and has adopted its data collection processes to provide results information.

UNRISD's Board has approved a new Fundraising Strategy that has been partially funded by Sida. It has involved regular contacts with donors, and also includes a planned donor meeting. It is clear from interviews with both UNRISD staff and at least one donor that a major concern of donors is to be able to demonstrate, both when proposals are presented, and in evaluations, that results have been obtained. One problem with core funding is that substantive results are not tied to specific products or results. The substantive result of core funding is that UNRISD exists as a viable institution; core funding is the foundation upon which all UNRISD research, activities and outputs are built. An alternative approach to fundraising would be programmatic: where donors would be asked to fund specific substantive programmes in which UNRISD proposes to engage, with substantive results of each programme specified in the logframe. This would convert what was originally called "core funding" into programmatic funding. The necessary non-substantive work, such as finance, accounting and administrative backstopping could be built into the programmes as programme costs. This approach is increasingly being used to connect core costs to results.

The support of key donors has been essential to allow the Institute sufficient flexibility to pursue new and important opportunities. The results demonstrated so far in this period suggest that those donors concerned with a results-based approach should be assured that their contributions have enabled the Institute to be effective and that they should continue and, if possible, increase their support.

Recommendations

Based on these conclusions, the following recommendations can be made regarding the further implementation of the programme.

1. The objectives and outcomes in the strategy should be reviewed in order to make them clearer, particularly with regard to Objective 1 which could be expressed as “to increase the generation of more empirically grounded, responsive, transferable and actionable knowledge, especially by southern researchers, taking advantage of UNRISD’s mediating position between researchers and the international system. “
2. The data collection procedures and methods should be reviewed to make them more robust, reliable and efficient, but also sufficiently simple that the cost of data collection does not become unmanageable. One method is to find simpler, use-based indicators for each outcome that can be measured as part of normal monitoring.
3. The new techniques found in the communication strategy that use social media and call for papers approaches that were noted in the review should be continued and further developed so as to engage researchers in the work, as well as producing shorter, more accessible summaries of research results and their implications for policies and programmes.
4. The future policy discussions in United Nations institutions should be analyzed to determine the priority areas UNRISD research could make a contribution and incorporate this analysis into new programme proposals for funding and in the determination of the subject for the next flagship report to be completed in 2015. Some of these include sustainable development objectives for post-2015, climate change and the relationship of popular participation with the achievement of social objectives.
5. UNRISD should plan how its innovative research can best be presented to and incorporated into United Nations documentation for intergovernmental bodies including setting priorities for participation of UNRISD staff.
6. In the next donors meeting, programme proposals for research should be presented with expected outcomes that will demonstrate the likely results of funding the research, in addition to core funding proposals and donors should use these to maintain or increase their funding.