UPEACE-IDRC RESEARCH AND PUBLICATION WORKSHOP
7 – 18 October, 2013
VENUE: Saro-Maria Hotel
Addis Ababa, Ethiopia
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Executive Summary

A research methodology workshop was organized by the Africa Programme of the United Nations mandated University for Peace (UPEACE) from 7 – 18 October 2013 in Addis Ababa, Ethiopia. The workshop was undertaken as one of the activities of the project on “Strengthening Research for Governance and Security in Sub-Saharan Africa”, which is financed by the International Development Research Center (IDRC).

13 participants (4 PhD Fellows & 9 Doctoral Researchers), who are part of the first cohort of the second UPEACE-IDRC PhD Fellowships and Doctoral Researchers project took part. This workshop is the second delivered to this group of researchers. Previously, eight similar workshops were delivered to 56 Doctoral Researchers and PhD Fellows.

The workshop focused on academic research and publication. Key issues covered include types of social science research, policy research, action research, publishing in peer-reviewed journals, publishing a book, journal ranking and classification. Special emphasis was also given on how to produce policy briefs. Project development and management and fundraising was also discussed.

In the second week of the workshop, the participants worked on their respective policy papers that will be published in a policy monograph by UPEACE Africa Programme. They also presented their papers and got feedback from the facilitators and their peers.

The participants also presented their on-going PhD research.
I. WELCOME REMARKS

Dr. Jean-Bosco Butera, Director of the UPEACE Africa Programme opened the workshop by warmly welcoming the participants. He stated that the major focus of the current UPEACE-IDRC Doctoral Researchers/PhD Fellowships project is producing more African PhDs in the area of governance and security. He also said that the current workshop focuses on publication. As part of the workshop output, he explained, each participant is expected to contribute a policy brief to a Policy Monograph that will be produced by the UPEACE Africa Programme. He also highlighted that a number of them are already working on their journal articles that will be published by the Africa Peace and Conflict Journal (APCJ), which is a bi-annual and peer-reviewed journal that is published by the UPEACE Africa Programme. Having said that he wished the participants a fruitful two weeks training and stay in Addis Ababa. Finally, he thanked the International Development Research Centre (IDRC) for its financial support as well as the trainer, Prof. Kenneth Omeje and the evaluator, Dr. Ann Rita Njageh for their participation.

Nejri Karuru, IDRC’s Senior Program Officer for Governance, Security and Justice was the next speaker. She pointed out that the focus of the workshop writing and publication tallies with IDRC’s core academic capacity building priorities. The Center, she stated considers policy influence through research an important process. Hence, it encourages knowledge generation through innovation. In this respect the workshop will have multiple advantages in enabling PhD candidates to disseminate their researches by strengthening their academic writing skills and convert their PhD dissertations into journal articles, books and so on. In addition, she said that the participants are better placed in passing on the knowledge they gain in the workshop as most of the candidates are teaching and researching. Lastly, she requested the participants to share journal articles and other publications they might produce elsewhere. Such publications she explained are one powerful means of advertising the project within IDRC and to able to fund other African researchers in the future.

The speeches were followed by self-introduction of participants. The workshop was attended by 13 participants (4 PhD Fellows & 9 Doctoral Researchers), who are part of the first cohort of the second UPEACE-IDRC PhD Fellowships and Doctoral Researchers project.

II. INTRODUCTION OF WORKSHOP PROGRAMME

Following the remarks, Dr. Samuel Kale Ewusi, Research Coordinator, UPEACE Africa Programme facilitated an introductory session on the workshop. He explained that lectures and discussions on the first week would be focusing on publishing and the second week would be practical session, primarily geared towards producing policy papers. He highlighted the importance of the grant programme in terms of offering the participants opportunities of publishing which is rarely available.

He also highlighted two major expectations from the candidates, which are finishing their PhDs within time and publishing an article and a policy brief. In this respect, he stated that the two workshops organized for the group have been designed to help the candidates meet these expectations; the first workshop focused on research methodology, which was conducted in September 2012 and the current
one on publication. In terms of publication, he indicated that a special issue of the Africa Peace and Conflict Journal (APCJ) will be published at the end of 2013. In this issue, he stated that five of the articles have been contributed by participants’ of the workshop.

III. WORKSHOP EVALUATION

The workshop was evaluated by Dr. Ann Rita Karimi. She introduced the evaluation explaining that it is a value added process with the intent of making better the workshop activities through providing feedback to the organizers on how best they can improve future workshops. She stated that she will use a non-participant observer means to evaluate the process. Then, she distributed the pre-evaluation questionnaire. She said, she will also conduct a one to one session with each participant during the course of the workshop. On the last day, she stated that she will conduct the post-workshop evaluations.

IV. PROCEEDINGS’ ACCOUNT

Day One, Monday, 7th October 2013
Academic Research and Publication
Facilitator: Prof. Kenneth Omeje

The first week of the workshop, 7 – 11 October 2013 was facilitated by Professor Kenneth Omeje, Professor at United States International University (USIU), Nairobi, Kenya. Academic research and publication was the major focus of discussion. In this respect, Prof. Omeje covered issues on publishing in peer-reviewed journals, publishing a book, pre-requisites for publication, who should publish and where, publishing in Africa, common features of leading publication by African scholars, journal ranking and classification, policy research, action research an types of social science research. He also discussed about project development and management and fundraising.

Types of Social Science Research

There are three broad types of research in social sciences: basic research, applied research and action research. Basic research aims to produce knowledge for the sake of advancing the frontier of what is already known about the nature of the problem as well as to enhance understandings about its dynamics. Applied research, on the other hand, is an extension of basic research with an applied dimension. It does not only aim to enhance the understanding/nature of a problem but also develops intervention of different types, designed for different stakeholders. The third type, Action research focuses on working with a particular group of people that have been affected by a particular problem to uplift the situation they are facing. In the process of conducting action research, understanding the ramification of the problem comes first. Afterwards, researchers work with the people affected to generate solution with the objective of changing the lives of the affected. Then, the researchers work with the people to implement the intervention mechanisms.
Academic Research and Publication

Academic research broadly investigates something with a view to making a contribution to what is already known about a particularly phenomenon. This presupposes that there is something already known about the phenomenon to be studied. As a result, researchers need to first exhaust the exiting literature. What is already known about a particular subject of inquiry can be situationally context specific, i.e., problematizing the subject matter that is being researched in the context of a particular locality, situation or location. For many researches to be conducted, there are already theories that exist. Therefore, what is known can be extracted through reading. To have a broader framework of analysis, reading using comparative systems/cultures is quite important.

In academic research and publication, investigation procedure is a key required skill. This refers to conceptualizing research question(s)/ framing researchable questions/problems. There are three ways of framing a research questions: Descriptive, Relational and Casual.

i. Descriptive type of research question is primarily designed to describe what has happened, what is happening, and what exits. It helps for descriptive data interpretation. Simply, it investigates what stakeholders think. Eg. Finding out what different stakeholders think about the way Sudan and South Sudan approach their lingering disputes; here the focus is simply describing what the respondents think.

ii. Relational questions are designed to compare the relational dynamics between two or more variables. This goes beyond describing. Eg. Comparing what local and expatriate stakeholders think about the lingering disputes between Sudan and South Sudan.

iii. Casual way of designing questions helps to probe whether one or more variables cause or affect one or more outcome variables. Eg. If a regime changed in Sudan, and if a researcher wants to find out whether stakeholders imagine that the regime change in Sudan produces a different outcome in the country’s lingering dispute with South Sudan.

Theorizing is another important skill in research and publication as being analytical has to do with engaging theories. Thus, knowledge and application of relevant theory, particularly those applied by other scholars to analyze the same problematic one researching on is important. Such kind of application of theory is referred as analysis. It is almost impossible to avoid theories; even anti-theory social scientists engage theories in their analysis.

The research reporting pattern is another key skill one needs for publishing. This refers to presentation structure, the issue of writing style, text formatting, referencing stylistics, and proof reading.

Prerequisites for Publishing
In order to publish, three key things are required: skills, information and motivation. Those in the academics are expected acquiring basic skills to publish, which continues to improve from time to time. Information has to do with
publishing outlets as well as how to publish strategically to enhance future career opportunities. Motivation is of two types, internal and external. The internal refers to self-motivation, which is quite important to publish and it comes from within. On the other hand, external motivation refers to having a role model, scholars the writer aspires to be like.

**Who Should Publish and Where?**

Publication is no more for academicians only; publication becomes an added advantage for most professional jobs. For instance, international development jobs are increasingly becoming publication intensive. Particularly, expertise in policy related research and publication is an asset. For any career ambition one might hold, therefore, publication is quite important. In terms of where to publish, there are various publishing outlets such as academic journal, policy journal, monographs, policy briefs and newsletters, edited books, single and co-authored books, specialized encyclopedia, and on-line open access journals. Regarding ranking and weight, peer-reviewed academic journals and single authored books have the strongest reputation. However, publishing a lot does not automatically translate into quality publication.

**Features of Leading Publications**

Using Meta-narratives is one of the common features of writings by leading African academicians in social science. Meta-narrative is telling a big story; writing in totalizing story format that cuts across a large spectrum of time and space. Thus, the scope of their investigation is at a bigger level that covers a much wider geographical level. Such writings also theorize at a bigger level. In addition, many of such authors produce single authored books; only a few make it to a high level with edited books. Most of them publish with big reputable international publishers.

**Publishing in Africa**

African publishing houses were relatively respected in the 1970’s and 1980’s. Currently, most of the African publishers (except those in South Africa) lost relevance they used to command previously. This is mainly because they were negatively impacted by Structural Adjustment Programmes (SAP). This programme destroyed African publishing houses and consequently affected African academics. At the time, the best African academics fled and some of the biggest publishers were also folded off.

Current African publishers lack major features of established publishing houses such as (i) strong peer review mechanism; (ii) durability and reliability; and (iii) distribution capacity and market access for publications. This makes it difficult for current African scholars to make it to international arena by publishing only in Africa. Therefore, African scholars need to publish at three different levels: locally, regionally and internationally.

This situation will not change unless African publishing houses acquire strong capital and be able to institute international publishing standards as well as penetrate Western market and libraries.
Day Two, Tuesday, 8th October 2013
Academic Research and Publication
Facilitator: Prof. Kenneth Omeje

Publishing in Peer-Reviewed Journals

To publish one needs to take some strategic steps. Identifying the type of research one conducts is the first step of planning where to publish. The way research questions are designed also determine the type of journal the paper is likely to be published. Then, authors need to identify a potential journal/s that can publish his/her article. In this regard, it is important to refer to section such as the mission statement of the journal, guidelines for contributors...etc. Reading recent articles published in the journal will also help in familiarizing one with the slant on issues of style and substance of the journal.

In preparing articles, one needs to think of three key elements: - (i) having an attractive title; (ii) having a central argument, which should be brought to the fore in the abstract and opening paragraph of the introduction, and (iii) avoiding sophomoric sub-titles such as statement of problem, literature review, methodology, significance of study...etc.

After papers are submitted, manuscript evaluation process in peer-reviewed journals usually takes between 2 to 6 months on average. Possible feedback from a peer-review process might include the following: rejected, revise and re-submit, accepted with minor or major corrections, or accepted without any revision required.

Journals Classification

There are three broad classification of social science journals:

a) Disciplinary Journals, which mostly publish papers that make contribution to the discipline concerned. These types of journals have the widest readership and highest ranking in terms of impact. Examples of such journals include American Political Science Review, Political Geography, World Politics, Current Sociology, International Studies Quarterly, World Development, and Journal of Law and Economics.

b) Area Study-based journals are focused on regions such as Africa, Third World, Latin America, Middle East, Europe, Asia..etc. They are mostly trans-disciplinary and can publish micro-studies. However, one must aim to situate his/her narrative within broad conceptual or international debate. Examples of such journals include African Affairs, African Security, Journal of Modern African Studies, Review of African Political Economy, African Conflict and Peacebuilding Review, Journal of Third World Studies, African Sociological Review, Africa Insight, Journal of Contemporary African Studies, and Africa Peace and Conflict Journal.
c) **Thematic journals** focus on particular research themes, for instance, refugees, conflict resolution, peacebuilding, peacekeeping...etc. Examples of such journals include Journal of Conflict Resolution, Journal of Democracy, Refugee Studies, International Peacekeeping, Conflict, Security and Development, Security Dialogue, New Political Economy, and Journal of Peacebuilding & Development.

**Journal Ranking**

Journal ranking is a means of evaluating the impact and quality of different journals in a particular discipline or cross-cutting disciplines. Ranking is usually measured using the following points: (i) **Impact factor**, which reflects the average number of citations of articles published in that journal over an assessed period, usually 2 – 3 years; (ii) **Eigenfactor score** that measures the importance of a journal to an academic community by assessing the origin of incoming citations and how frequently an average researcher would access the journal; (iii) **SCImago Journal Rank (SJR indicator)** that evaluates the influence of a scholarly journal by number of citations received by the journal and the relative importance or prestige of the journals where such citations are made; and (iv) **Expert Survey** which is used to solicit journal ranking by research-active scholars (academics, graduate students, etc). This is conducted through structured questionnaires.

**Indexing of Journals**

Indexing of journals refers to databases that index leading journals in various disciplines using set criteria. The most famous ones include Social Science Citation Index; Arts and Humanities Citation Index; Thomas Reuters’ Web of Science...etc. Indexing is a rigorous assessment carried out regularly on both indexed and not-yet indexed journals with the result that an indexed journals can lose its place if it fails to upload the high standards. For a journal to be covered by major indexers, indexing editors would usually consider itner alia:

- Timeliness of appearance (e.g. quarterly, bi-annually);
- International editorial to optimise irretrievability of published articles (informative title, abstract, adequate bibliographic entries for citation, author’s contact details...etc);
- Peer-review quality and process;
- Inclusion of funding acknowledgements by authors. For example, “This publication was made possible by support from the social science research Council’s African Peacebuilding Network;
- Goal, niche and editorial content of the journal, with respect to its uniqueness;
- International diversity of editorial team, advisory board and contributors, etc.

Indexing has implication on a journal's distribution and readership.
Publishing a Book

In order to publish a book, the first thing one needs to do is submitting book project proposal. The proposal needs to include the following elements: synopsis, editor's profile, approach (which is the distinctive nature of the book), target audience, timeline, and comparable test (this is equivalent of a literature review). The last part is quite important as it shows the comparable advantages the book has in relation with the dominant books in the market. The author also needs to submit sample chapters as per the publishers' guidelines.

In producing a book, authors need to take note of the following points: -

- Title of the book should be marketable.
- Its abstract should reflect its central argument, written in present tense. Findings should be the primary focus of the abstract if the work is completed. If not, justification should be included. Abstract for applied research should cover recommendation. Abstract should be between 200-250 words.
- Chapters should be divided based on research questions/objectives. It is important to break down the literature review and methodology part; unless it makes a tremendous contribution to theoretical discussion, it is difficult to include literature review by it-self.
- Endorsement at the back is very important; it will add a stamp of authority.
- Other important issues include copy-right; copy editing; indexing, book review (which is back over endorsement); blurb (book summary and author’s bio); book contract and royalty; and author’s discount purchase.

Fundraising for Publishing a Book

It is possible to write book project that can attract funding. African institutions that might be interested in funding books include Council for the Development of Social Science Research in Africa (CODESRIA) and the Organization for Social Science Research in Eastern and Southern Africa (OSSERA). Universities also give grants to publish books. It is also possible to fund a book out of a bigger project, in that case it is not necessary to do a separate proposal.

In budgeting for a book project, the following elements need to be considered: -

i. Research
   - Chapter contributors
   - If the author has a grant, it is important to indicate in the advertisement. It is good to indicate, if honorarium is going to be offered.

ii. Selection Process (Putting a selection panel)

iii. Editorial services (Proof reading of the draft manuscripts)
iv. Professional proof reading  
v. Indexing  
vi. Visiting research fellowship, (if necessary)  
viii. Symposium (which is part of dissemination)  
ix. A research assistant (that can help in help in correspondences), and  
x. Contingency

It is important to commission the chapter contributors through an official letter; which clearly state timeline, stylistics rules and chapter size, preferred English (either American/British), paragraphing, indentation, and referencing style should also be informed. It is also good to attach a sample chapter manuscript.
Policy Research

Policy paper problematizes policy issues and proposes recommendations; it is written concisely in simple language. There are different types of policy papers: (i) Policy Briefs, which is usually submitted to policy makers/those who can influence policy; (ii) Policy Research Report refers to commissioned papers or reports that can be published as a booklet or monograph. It is not often considered as a mainstream academic study; (iii) Policy Briefing is published in the briefing section of mainstream academic journals/policy journals; and (iv) Policy Research Papers are published as main paper in policy journals and monograph series of research centres. The last two straddle between a classical academic paper and a mainstream policy research; they are usually peer-reviewed.

For the rest of the day, participants worked in groups and made presentations. They were put into three groups, each looking at the following articles: (i) Dangers of splitting Rentier state: getting it right in Southern Sudan by Kenneth Omeje; (ii) The regional impact of the armed conflict and French Intervention in Mali by David Francis; and (iii) The complexity of Applying UN Resolution 1325 in post conflict reintegration process: the case of Northern Uganda by Grace Maina.

Each of the groups analyzed the papers, focusing on the following issues: the paper’s core argument, what makes the paper a policy paper, its strength and weakness.
Action Research

The term Action Research (AR) was enunciated by a German Social Psychologist Kurt Lewin. Action Research is social research carried out by a team encompassing a professional action researchers and members of an organization or community. The aim is to study and understand real problems affecting real people with a view to solving them in partnership with the people concerned (researched). It is a problem-solving oriented and transformative kind of research that promotes stakeholder participation in the research and ultimately problem-solving innervation. The emphasis on stakeholder or end-user participation has led to the alternative name of “participatory action research”.

Action research methodology can be both qualitative and quantitative. Types of data, and methods of data collection and analysis are therefore same as in social research. Data collection methods include use of: Questionnaire, Interviews, Observation, and Focus Group Discussion. Action Research emphasises two complementary qualitative techniques mostly used in sustainable development and livelihood research: Participatory Rural Appraisal (PRA) and Rapid Rural Appraisal (RRA) techniques. These two methods are qualitative multi-track methods of data collection/analysis requiring the active participation of local people in designing, planning and implementation an Action Research project include in analysing their social conditions, and developing improvement strategies under the facilitation of the Action Research team. Ultimately, the local people also take part in the intervention phase.

The two methods were developed in the 1980’s and use a combination of semi-structured interviews, FGD and observation in a group setting, tempered with a variety of visual representations, which entails use of maps diagrams, films, charts, etc. Triangulation, local participation and feedback are key to the two techniques. The research team must have detailed ethnographic knowledge of the project community and it is advisable that they reside in the community (or its wide environment) during the project period.

To develop an action research proposal, the following should be included: abstract or executive summary; problem statement and study background; objectives; project rationale and significance; literature review; hypotheses; methodology for research and intervention; tentative post-research intervention plan; expected outputs; ethical issues; project evaluation; dissemination of results; activity time plan; and budget.

Types of Project

There are two broad categories of projects: (i) Profit-oriented projects (ii) non-profit oriented projects, which correspond with two types of organizations, profit and non-profit organizations. In majority cases, organizations working in areas of peace,
conflict, security, human rights and governance areas are more concerned with non-profit oriented projects. Different organizations fund research projects run by non-profit organizations such as government agencies, CSO and voluntary sectors, community based organization, non-governmental individuals, international organizations, private companies and multinational corporation.

Developing Project Proposal

The first step towards developing a project proposal is hunting information about grants. Once someone comes across a call for proposals, he/she needs to read and carefully follow the Call’s guidelines. Here, it is important to proactively expand one’s networks as some bids require team work. One core aspect of developing a grant proposal is strong commitment to literature search. In this respect, the person developing a proposal needs to capacitate him/herself to work across disciplinary boundaries. In the process of making grant applications, it is always important to start application process well in advance where possible. Resilience is another core aspect required in making grant application. Always, it is important to make use of feedback.

It is not only strength of proposal/s to be submitted that holds an important aspect in making grant applications but also Curriculum vitae (CV) of applicant/s. In this regard, one needs to make sacrifices to read, write and publish to strengthen his/her CV. When ones wins a grant or do any research, he/she needs to take advantage of the nexus between research and publication.

Project Management Skills and Techniques

Informed and effective management is important in project delivery and achieving expected outcomes. Project management can be defined as “the application of knowledge, skills, tools and techniques to project activities in order to meet or exceed stakeholders’ needs and expectations for the project” (PMI (2000) A Guide to the Project Management Body of Knowledge). Project management has developed as a contemporary specialist subject, marked by professional certification and codes of conduct. However, project management is not exclusively a specialist subject.

Knowledge of project management techniques is important as it helps the project manager to be equipped with the existing body of knowledge in the field and to benefit from the nexus between theory and practice. Capable project managers can also efficiently utilize limited resources to achieve desired impact. Effective monitoring, assessment and progressive evidence-based review of project activities and budget is also a required skill in project management. Other important skills include the following: (i) identifying problems and challenges and planning ahead to tackle them; (ii) having a perspective and plan for risk management; (iii) functional strategy for task distribution, supervision and personnel management; (iv) financial management, remuneration, budgeting, and fundraising; (v) managing staff motivation, discipline, appraisal, promotion, benefits and reward; (vi) managing external relations and field activities; and (vii) project reporting and managing relations with project funders.

For many projects, there is a need for feasibility study, which is a preliminary type of investigation conducted before the start of an activity or project to determine if the project is needful, worthwhile, beneficent and/or practicable. There are many ways of doing pre-feasibility study/feasibility study such as through telephone conversation, fact finding mission, field consultation visits, stakeholders’
workshops, field survey and hiring the service of specialist consultants. Such kind of study usually results in a report that feeds into the project decision making process. Here, it is good to note that feasibility study can be expensive and it is not advisable to spend too much time and resource at this stage.

**Grant Management**

In managing grants, activity must be based on approved plan. There should also be realistic time plan, which expenditure must follow. All expenditures must be budget informed and receipted. In addition to receipts, it is recommended to have narrative reports to substantiate implementation of project activities. For paying stipends and miscellaneous unrepeateable expenses, generate project cash receipts. Expenditure/accounting have to be in accordance with approved grant budget. Account must be ready for impromptu audit. If the opportunity exists, it is good to make use of mid-term report for budget and time plan revision.
Day Five, Friday, 11th October 2013
Project Development, Management and Fundraising
Facilitator: Prof. Kenneth Omeje

Monitoring and Evaluation

Monitoring and Evaluation is quite important in keeping an eye on project delivery and the budget and cost. In terms of creativity, evaluation also helps one in finding out systematic delivery against the objective and impact. If evaluation is taken care of seriously, it will also cover monitoring. Evaluation can take place at different stages: internal and external. Internal evaluation is conducted by the project team. In the case of external evaluation, an outsider will be hired to conduct it. Whether the evaluation process should be internal or external should be decided at the level of crafting the proposal. It is good to combine both. Then, a guideline should be clearly articulated such as (i) objective, goal, and scope of the evaluation, (ii) whether evaluation involves analysis of the project cost, which means an evaluation of how the money was spent to carry out the activities; (iii) time frame of the evaluation, (iv) who is going to do the evaluation, (v) how often you want to conduct the evaluation and how long you want to hire an evaluator (if there is a decision to hire one), (vi) In case, an evaluator is hired, one needs to give a clear ToR, the methods he/she will use, the structure of the report and the format and length of the report, (vii) ethical issues and how to handle them and issue of data storage and how to engage stakeholders and how do you handle dissemination, and (ix) issues of remuneration of project evaluators, if applicable.

Financial Issues

Project budget must be based on all the identified project activities; it has to be as detailed as possible. Budget items must be justifiable and some funders would require a separate or an added narrative for budget justification. Informed decision is required on the currency or currencies for preparing project budget; currency conversion rates must be genuine and verifiable. Budget must be systematically structured using activity-informed thematic heads and sub-heads.

It is advisable to strictly follow the funder’s structured budgeting framework where one is provided or recommended. A sensible contingency vote should be accommodated if the grant framework permits contingency. Indirect cost, such as grant management and administration can also be accommodated if the funding framework permits it. It is good not to exceed the maximum fundable limit of the grant-making body if one exists. Budget should not also fall radically below the maximum fundable limit.

Financial expenditure and accountability must be informed by the approved grant budget. Most funded project are covered by a legally binding and duly signed contract between the parties concerned. In addition, some funders have financial policy documents on what their money can and cannot be used for. Project implementation and financial expenditure / accountability must be in accordance with the project contract and funder’s financial policies. Financial accountability must be done at the stipulated time and intervals usually captured by the activity plan and project contract. A statement of income and expenditure account is the most basic requirement for financial accountability.
Statement of account has to be systematically structured to correspond to the structure of the approved grant budget. In preparing a financial statement, it is advisable to arrange income and expenditure in a chronological sequence within the various budget heads and activity clusters. Use any existing procedure allowed by the funding body for budget variation or revision. Budget variation must be carefully thought through, justified and infrequent. Financial accountability has to be supported with receipts on income and expenditure.

Project managers should ensure that their project participants and staff are properly inducted on issues of fund disbursement, invoicing, tracking, monitoring, accounting/retiring, receipting, filing...etc. Some funders make a distinction between an invoice and a cash receipt and require that they must be used for different purposes and by no means should they be inter-changed. In such cases it can be good to organize induction workshops for project participants and staff on financial accountability. For large project grants, it is essential to hire competent professionals for financial management. However, the concerned office’s finance team must understand the implementation conditions and accountability requirements of every project. Financial report is always accompanied or reinforced by a narrative report.
On this day, a half-day session was organized, where students made presentations on their on-going PhD research and got feedback from the facilitator and their peers.
Day Seven, Monday, 14th October 2013
On-Line Platform and Policy Brief
Facilitators: Dr. Jide Okeke, Dr. Samuel Ewusi and Ms. Tsega Desta

Practical sessions on producing policy papers was the major activity of the second week of the workshop, 14 – 18 October 2013. The sessions were facilitated by Dr. Jide Okeke, African Union and Dr. Samuel Ewusi, Research Coordinator, UPEACE Africa Programme. Additionally, two major other sessions were covered: UPEACE Africa Programme e-Learning platform and reflection on benefits of being a UPEACE-IDRC Doctoral Researcher/PhD Fellow. The first session was facilitated by Ms. Tsega Desta, Research Assistant/Website Administrator, UPEACE Africa Programme and the second one by Ms. Prisca Kamungi, one of the Doctoral Researchers.

On-Line Platform

The UPAP e-Learning platform is a learning management system that is designed to help instructors create an online classroom setting with opportunities for rich interaction and collaboration. The platform contains various design aspects that allow instructors and students to interact, collaborate, and experience online learning in multiple ways.

UPAP eLearning Platform opens in any web browser such as Mozilla Firefox, Google Chrome, and Internet Explorer. To enter and participate in the UPAP eLearning Platform you need to visit University for Peace Africa Programme Website http://www.africa-upeace.org/ and click on the bottom right side of the page “UPAP e-Learning”. Or copy and paste or type http://www.study-upeaceafricaprogramme.org/ in web browser address bar.

To use the platform, participants need to create an account. To do so, they should follow the following instruction:-

a. To start click the “Create new account” hyperlink on the top right hand corner of the browser.
b. Fill out the form and click create user.
c. Fill out the personal detail and choose the course you want to register and click finish
d. Wait for authentication
e. Login using your new username and password to see the courses, lessons and reading materials

After creating their account, they can use the platform for two purposes: to participate/initiate forum discussions and to attend course/s.

This session was followed by practical session; the participants created their respective accounts and visited functions of the platform.

Benefits of UPEACE-IDRC PhD Fellowship/Doctoral Research Grant

Prisca Kamungi, one of the Doctoral Researchers facilitated a session that reflected on benefits of being a UPEACE-IDRC PhD Fellow/Doctoral Researcher. She
conducted this session so that she can reflect the voices of the participants at the Association of Commonwealth Universities (ACU) Centenary Conference that will take place in London, UK, which she was going to attend.

Reflecting on the benefits, the participants indicated that the programme offered them financial support that facilitates their data gathering, writing up...etc. Had it not been for this support, some of them stated that they would not have been conducting extensive data gathering. Moreover, they emphasized that the research trainings they have attended have been instrumental in their data gathering, analysis and publication. The trainings were also said to be helpful in reconceptualization, theorizing and learning new paradigms in social science research. They also appreciated the capacity building efforts done in enabling them to produce research that has a policy relevance. Networking has also been mentioned as one core benefit of the grant programme.

**Policy Research**

Policy is about finding real solution to problem. A policy research is done to identify gaps and then provide informed policy advice and suggest options for solution. The main purpose of a policy brief is to reach policy makers. It is about distilling gathered information to something that has concrete value to policymakers. While a thesis is simply a systematically written story, a policy brief serves as a lessons learned exercise. A policy brief can also be used to review exciting policy to amend.

In writing a policy brief, there has to be a standardized way but different styles are acceptable. First of all, a policy brief should be brief, depending on its audience, involved stakeholders and the policy that author deals with. A policy brief should be tangible and specific. There is no uniform way on how scholars/organizations write policy briefs. Some organizations, for example produce policy briefs that contain lots of details. Others, on the other hand, produce brief policy briefs that are quite succinct and tailored to stakeholders.

A policy brief should focus on one issue and be one document. Usually, it should not exceed 1,500 words. It is not also a descriptive story but an analytical conceptual work. While one writes a policy brief, h/she needs to address the following key questions such as (i) what do I want to address, (ii) why it is important (iii) and How do I want to approach it.

**Structure of a Policy Brief**

A policy brief consist of five key sub-sections: (i) **exclusive summary**, which is an overview of the entire document and covers the core aspects of the paper. It is tailored towards decision makers/those with executive power. As it should give a grasp of the entire issue, executive summary should be written last; (ii) **Introduction** gives an overview and provides a very clear and detailed writing on ‘why the particular issue is important?’ It contains a generic overview and what one has done and the paper’s conclusion; (iii) **Approaches/results** is a section that covers points such as “what are the issues you are addressing and this is how they were addressed before” In writing this section, one needs to be innovative about how it is written. Sub-sectioning it can be good for the sake of clarification. It is also possible to write a holistic approach, without sub-sectioning. It is up to the writer to decide the result. (iv) **Conclusion** is a brief summary of key points in the paper. Provided that a policy brief is a concise document, it is advisable to skip it. (v) **Implication/ Recommendation** articulates alternatives to the issue concerned.
This should be clearly stated and inform stakeholder responsible in implementing the stated recommendation/s.
Day Eight to Eleven,
Practical Work on Policy Briefs
Facilitators: Dr. Jide Okeke and Dr. Samuel Ewusi

From Monday 14th – Friday 18th, October 2013 the participants worked on their individual policy briefs that would be published on a policy monograph by UPEACE Africa programme. In addition to privately working on their papers, they also presented their papers as well as held one-to-one session with the facilitators.

V. CLOSING CEREMONY

On closing the workshop, Dr. Jean-Bosco Butera, Director of the Africa Programme of UPEACE thanked the participants for attending the workshop in the course of the last two weeks. He said the fact that they were reviewing each other’s papers and critiquing each other has been one of the important outputs of the workshop. He also said that he is looking forward to reading their published policy papers. In relation to publication by African scholars, he stated that it is regrettable to note that many do not write their stories in solidly grounded way. He hoped the participants would aim to actively publish and not limit themselves to only obtaining their PhDs.

Regarding the UPEACE-IDRC Doctoral Researchers/PhD Fellows project, he said that having 56 PhDs is not enough and that he wished to see the programme produce 100 PhDs. He emphasized his expectation that all current grantees will also endeavour to contribute to increasing the number of PhDs in the area of governance, security, conflict, peace and development. He also thanked IDRC for its continued financial support and close working relationship, the facilitators, the evaluator and UPEACE Africa Programme staff. Finally, he expressed his best wishes to grantees in the rest of their study period.

His speech was followed by a ceremony of awarding certificates to the participants.
Annex I: Agenda

WEEK ONE 07 – 12 October 2013

Day One: Monday, 07 October 2013

Morning Session: Facilitator: Dr Samuel Ewusi (UPEACE Africa programme, Addis Ababa, Ethiopia)

- 09:00 – 09:30: Registration
- 09:30 – 09:40: Welcome remarks: Dr Jean Bosco Butera, Director UPEACE Africa Programme
- 09:40 – 09:50: Welcome Remarks: Ms Njeri Karuru, IDRC Senior Programme Specialist, Governance, Security and Justice, Nairobi, Kenya
- 09:50 – 10:15: Introduction of Participants
- 10:15 – 10:30: Introduction of the Workshop Programme: Dr Samuel K. Ewusi, Research Coordinator, UPEACE Africa Programme
- 10:30 – 10:40: Introduction to evaluation
- 10:40 – 11:10: Coffee break and Group Photo

Sessions

Topic: Skills and Techniques in academic research and publication: Key Epistemological Issues
Facilitator: Kenneth Omeje PhD (Professor at United States International University (USIU), Nairobi Kenya)

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<thead>
<tr>
<th>Time</th>
<th>Topic</th>
<th>Activity</th>
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<tbody>
<tr>
<td>11:20 – 13:00</td>
<td>➢ The nature of what is investigated</td>
<td>-Presentation</td>
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<td>-Discussion</td>
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<tr>
<td></td>
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<td>-Q &amp; A session</td>
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<tr>
<td>13:00 – 14:30</td>
<td>Lunch</td>
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<tr>
<td>14:30 -16:00</td>
<td>➢ The investigation procedure</td>
<td>-Presentation</td>
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<td>-Discussion</td>
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<td>-Q &amp; A session</td>
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23
16:00 – 16:15 | **Health Break**
---|---
16:15 – 17:00 | ➢ The reporting format and techniques
---|---

**END OF DAY ONE OF WEEK ONE**

### DAY TWO: 08 October 2013

**Topic:** How and Where to Publish Your Research  
**Facilitator:** Prof Kenneth Omeje *(Professor at USIU, Nairobi, Kenya)*

<table>
<thead>
<tr>
<th>Time</th>
<th>Topic</th>
<th>Activity</th>
</tr>
</thead>
</table>
| 9:00-10:30    | ➢ How not to publish your research  
➢ What do you publish? | -Presentation       |
|               |                                                                      | -Discussion         |
|               |                                                                      | -Q & A session      |
| 10:30-11:00   | **Coffee break**                                                     |                     |
| 11:00 – 12:30 | ➢ In what forms do you publish your research?  
➢ Where should we publish as African based Researchers  
➢ Strategic information for publishing in Peer Reviewed journals | -Presentation       |
|               |                                                                      | -Discussion         |
|               |                                                                      | -Q & A session      |
| 12:30 – 14:00 | **Lunch**                                                            |                     |
| 14:00 -15:30  | ➢ Turning PhD thesis to multiple publications  
➢ Major traditions for Ph.D thesis writing in the liberal sciences | -Presentation       |
|               |                                                                      | -Discussion         |
|               |                                                                      | -Q & A session      |
| 15:30 – 16:00 | **Health break**                                                     |                     |
| 16:00 -17:00  | ➢ Revisiting the structure of a Ph.D thesis                         | -Discussion         |
|               |                                                                      | -Q & A session      |

**END OF DAY TWO OF WEEK ONE**

### DAY THREE: 09 October 2013

**Topic:** Techniques for turning Ph.D thesis into multiple publications  
**Facilitator:** Prof Kenneth Omeje *(Professor at USIU, Nairobi, Kenya)*

<table>
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<tr>
<th>Time</th>
<th>Topic</th>
<th>Activity</th>
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<tbody>
<tr>
<td>09:00 -10:30</td>
<td>➢ A personal logical framework matrix on chapterization and publications</td>
<td>-Presentation</td>
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<td>-Discussion</td>
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<td>-Q &amp; A session</td>
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<tr>
<td>10:30 - 11:00</td>
<td><strong>Coffee break</strong></td>
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<tr>
<td>11:00 – 12:30</td>
<td>➢ Converting your Ph.D thesis into a book: Modalities and opportunities</td>
<td>-Presentation</td>
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<td>-Discussion</td>
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<td></td>
<td>-Q &amp; A session</td>
</tr>
<tr>
<td>12:30 – 14:00</td>
<td><strong>Lunch</strong></td>
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</table>
14:00 – 15:30
- Practical session: Developing a logical framework matrix of publishable journal articles from your Ph.D thesis

15:30 – 16:00
- Health break

16:00 - 17:00
- Practical work continued: Indicate potential journals for your manuscript submission and draft and abstract for one of the papers

END OF DAY THREE OF WEEK ONE

DAY FOUR: 10 October 2013
Topic: Distinctive features of Publishable Policy Research
Facilitator: Prof Kenneth Omeje (Professor at USIU, Nairobi, Kenya)

<table>
<thead>
<tr>
<th>Time</th>
<th>Topic</th>
<th>Activity</th>
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</table>
| 09:00 – 10:30 | Different types of policy papers  
Features of publishable policy Research | -Presentation  
-Discussion  
-Q & A session |
| 10:30 – 11:00 | Coffee break                                                          |                           |
| 11:00 – 12:30 | Working group practical sessions on reviewing policy reports          | -Presentation  
-Discussion  
-Q & A session |
| 12:30 – 14:00 | Lunch                                                                |                           |
| 14:00 – 15:30 | How to prepare a book proposal  
Broad classification of books that can be developed  
Professional and unprofessional ways of publishing academic books  
Useful guides in professional book writing and publication | -Presentation  
-Discussion  
-Q & A session |
| 15:30 – 16:00 | Health break                                                          |                           |
| 16:00 – 17:00 | Doing a book proposal  
Approaching and dealing with professional publishers  
Coordinating and edited book | -Presentation  
-Discussion  
-Q & A session |

END OF DAY FOUR OF WEEK ONE

DAY FIVE: 11 October 2013
Topic: Project development, management and fundraising
Facilitator: Prof Kenneth Omeje (Professor at USIU, Nairobi, Kenya)
<table>
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<tr>
<th>Time</th>
<th>Topic</th>
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</thead>
</table>
| 09:00 – 10:30 | ➢ The focus on non-profit oriented projects  
➢ Project feasibility study |
| 10:30:11:00 | Coffee Break                                                          |
| 11:00 – 12:30 | ➢ Imperatives of putting together a grant competitive proposal  
➢ Two broad types of fundable projects: Action research and problem-solving intervention proposal |
| 12:30 – 14:00 | Lunch                                                                |
| 14:00 – 15:30 | ➢ Project evaluation  
➢ Budget and financial accountability  
➢ Issues in project implementation and management |
| 15:30 – 16:00 | Health Break                                                         |
| 16:00 – 17:00 | ➢ Preparing progress and final reports  
➢ Wrap up                                                           |
| 19:00 -     | Dinner                                                               |

END OF DAY FIVE WEEK ONE

DAY SIX: Saturday 12 October 2013  
Topic: Developing a policy brief  
Facilitator: Dr Jide Okeke

<table>
<thead>
<tr>
<th>Time</th>
<th>Topic</th>
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</thead>
</table>
| 09:30 – 11:00 | ➢ Major sections of a policy brief  
➢ The summary  
➢ The introduction |
| 11:00 – 11:30 | Coffee Break                                                         |
| 11:30 – 13:00 | ➢ The analysis  
➢ The recommendation |
| 13:00 – 14:00 | Lunch                                                                |

END OF DAY SIX WEEK ONE

WEEK TWO, 14 – 18 October 2013

DAY Seven: 14 October 2013  
Topic: Practical work on policy briefs  
Facilitator: Dr Samuel Ewusi / Dr Jide Okeke

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<th>Time</th>
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<td>13:00 – 14:00</td>
<td>Lunch</td>
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END OF DAY SEVEN WEEK TWO
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<th>Time</th>
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<tr>
<td>09:00 – 10:30</td>
<td>Practical work: Writing of Policy brief</td>
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<tr>
<td>10:30:11:00</td>
<td>Coffee Break</td>
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<tr>
<td>11:00 – 12:30</td>
<td>Practical work: Writing of policy brief</td>
</tr>
<tr>
<td>12:30 – 14:00</td>
<td>Lunch</td>
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<tr>
<td>14:00 – 15:30</td>
<td>Reviewing of policy brief</td>
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<td>15:30 – 16:00</td>
<td>Health Break</td>
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<tr>
<td>16:00 – 17:00</td>
<td>Presentation of policy brief</td>
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**DAY EIGHT: 15 October 2013**  
**Topic:** Policy brief  
**Facilitator:** Dr Samuel Ewusi

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<thead>
<tr>
<th>Time</th>
<th>Topic</th>
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<tbody>
<tr>
<td>09:00 – 10:30</td>
<td>Practical work: Writing of policy brief</td>
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<tr>
<td>10:30:11:00</td>
<td>Coffee Break</td>
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<tr>
<td>11:00 – 12:30</td>
<td>Practical work: Presentation of policy brief</td>
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<td>12:30 – 14:00</td>
<td>Lunch</td>
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<tr>
<td>14:00 – 15:30</td>
<td>Practical work: Presentation of policy brief</td>
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<td>15:30 – 16:00</td>
<td>Health Break</td>
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<tr>
<td>16:00 – 17:00</td>
<td>Reviewing and presentation of policy brief</td>
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**END OF DAY EIGHT, WEEK TWO**

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<th>Time</th>
<th>Topic</th>
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<tr>
<td>09:00 – 10:30</td>
<td>Practical session: Writing of policy brief</td>
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<td>10:30:11:00</td>
<td>Coffee Break</td>
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<tr>
<td>11:00 – 12:30</td>
<td>Practical session: Presentations of policy brief</td>
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<td>12:30 – 14:00</td>
<td>Lunch</td>
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<tr>
<td>14:00 – 15:30</td>
<td>Practical session presentation of policy brief</td>
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<td>15:30 – 16:00</td>
<td>Health Break</td>
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<tr>
<td>16:00 – 17:00</td>
<td>Review of policy brief</td>
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**END OF DAY NINE, WEEK TWO**

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<tr>
<th>Time</th>
<th>Topic</th>
<th>Activity</th>
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<tbody>
<tr>
<td>09:00 – 10:30</td>
<td>Finalization of policy briefs by participants</td>
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<td>10:30:11:00</td>
<td>Coffee Break</td>
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<tr>
<td>11:00 – 12:30</td>
<td>Participant presentation of policy brief</td>
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<td>12:30 – 14:00</td>
<td>Lunch</td>
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<tr>
<td>14:00 – 15:30</td>
<td>Participants presentation of policy brief</td>
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<td>15:30 – 16:00</td>
<td>Health Break</td>
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<tr>
<td>16:00 – 17:00</td>
<td>Feedback from facilitators</td>
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**DAY TEN: 17 October 2013**  
**Topic:** Finalization of Policy brief  
**Facilitator:** Dr Samuel Ewusi/ Dr Jide Okeke
DAY ELEVEN: 18 October 2013  
Topic: Finalization of policy papers  
Facilitator:

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<th>Time</th>
<th>Topic</th>
<th>Activity</th>
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<tr>
<td>09:00 – 10:30</td>
<td>Participants finalization of policy briefs</td>
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<td>10:30:11:00</td>
<td>Coffee Break</td>
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<tr>
<td>11:00 – 12:30</td>
<td>Participants finalization of policy briefs</td>
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<td>12:30 – 14:00</td>
<td>Lunch</td>
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<tr>
<td>14:00 – 15:30</td>
<td>Final submission of policy briefs</td>
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<td>15:30 – 16:00</td>
<td>Health Break</td>
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Closure

END OF DAY ELEVEN, WEEK TWO
### Annex Two: List of Participants

<table>
<thead>
<tr>
<th>No.</th>
<th>Contact Detail</th>
</tr>
</thead>
</table>
| 1   | Mrs. Ayuk Justine Etah  
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<table>
<thead>
<tr>
<th></th>
<th>Name</th>
<th>Country</th>
<th>Institution(s)</th>
<th>Address/Contact Information</th>
</tr>
</thead>
<tbody>
<tr>
<td>7</td>
<td>Ms. Elobeid Hadelzein (Haddu)</td>
<td>Sudan</td>
<td>Sudan University&lt;br&gt;Ahfad University for Women</td>
<td>Mob: +2499 111 29 692 / + 966502275053&lt;br&gt;E-Mail: <a href="mailto:hadotaa@gmail.com">hadotaa@gmail.com</a></td>
</tr>
<tr>
<td>8</td>
<td>Mr. Zotto James</td>
<td>Tanzania</td>
<td>University of Dar Es Salaam&lt;br&gt;P.O.Box 35050, Dar es-salaam&lt;br&gt;Assistant Lecturer</td>
<td>Mob: +255 (0) 712 50 5530&lt;br&gt;E-Mail: <a href="mailto:jafrazo@udsm.ac.tz">jafrazo@udsm.ac.tz</a>&lt;br&gt;<a href="mailto:zottojames@gmail.com">zottojames@gmail.com</a></td>
</tr>
<tr>
<td>9</td>
<td>Mrs. Ntawubona Juliet</td>
<td>Uganda</td>
<td>Mbarara University of Science and Technology&lt;br&gt;P.O.Box 1905, Mbarara, Uganda&lt;br&gt;Teacher</td>
<td>Mobile: 0712 51 59 72/070 251 59 72&lt;br&gt;Email: <a href="mailto:jmntawubona@yahoo.com">jmntawubona@yahoo.com</a></td>
</tr>
<tr>
<td>10</td>
<td>Mr. Maringira Godfrey</td>
<td>Zimbabwe</td>
<td>University of the Western Cape&lt;br&gt;BAG X79, Hector Peterson Residence&lt;br&gt;Room B15, ER, CA Drive;&lt;br&gt;Bellville, Cape Town&lt;br&gt;South Africa, Code 7535</td>
<td>Tel: +0027 74 841 2355&lt;br&gt;Email: <a href="mailto:gmaringira@gmail.com">gmaringira@gmail.com</a></td>
</tr>
<tr>
<td>11</td>
<td>Mr. Mukwedeya Tatenda</td>
<td>Zimbabwe</td>
<td>19 Barnes RD, Brixton, 2092, Johannesburg&lt;br&gt;South Africa</td>
<td>Mobile: +27790968803&lt;br&gt;Email: <a href="mailto:tmukwedeya@gmail.com">tmukwedeya@gmail.com</a></td>
</tr>
<tr>
<td>12</td>
<td>Mr. Abdiwasa Abdilahi Bade</td>
<td>Ethiopia</td>
<td>Department of Political Science and International Relations&lt;br&gt;Addis Ababa University (AAU)&lt;br&gt;P.O.Box 1176</td>
<td>Tel: 0111- 231067&lt;br&gt;Mobile : + 251-911-24 0014&lt;br&gt;Email: <a href="mailto:wasaubah@yahoo.com">wasaubah@yahoo.com</a></td>
</tr>
<tr>
<td>13</td>
<td>Mr. Getachew Zeru Gebrekidan</td>
<td>Ethiopian</td>
<td>Institute for Peace and Security Studies (IPSS)&lt;br&gt;PhD Candidate&lt;br&gt;P.O.Box 150333/ 1176, IPSS, AAU</td>
<td>Tel: + 251-011-124 5670&lt;br&gt;Mobile: +251 911 964375 / +251-914-70 42 47&lt;br&gt;Fax: +251-011-1245620</td>
</tr>
<tr>
<td></td>
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<td>Country</td>
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</tbody>
</table>
| 14| Dr. Omeje Kenneth            | Kenya   | Professor International Relations | United States International University, Nairobi, Kenya | Tel: 254-20 360 6529  
Mobile: 254-713 500 973  
Fax: 244 203606 100  
E-mail: komeje@usiu.ac.ke |
| 15| Dr. Ann Rita Karimi Njageh   | Kenya   | Professor International Relations | United States International University, Nairobi, Kenya | Tel: +254721417503  
Email: ark@cuea.edu/ arknjageh@gmail.com |
| 16| Ms. Njeri Karuru,             | Kenya   | Senior Program Specialist       | International Development Research Centre (IDRC) | Tel: +254-20-2713160/1 ext 3408  
Email: nkaruru@idrc.ca  
Nairobi, Kenya |
| 17| Dr. Jean Bosco Butera        | Ethiopia| Director                        | University for Peace (UPEACE)   | Tel: +251 11 618-0991/251 11 618 0992  
Fax: +251 11 618-0993  
Mobile: +251 911 681080  
E- Mail: jbbutera@upeace.org  
Website: www.africa-upeace.org |
| 18| Dr. Samuel Kale Ewusi        | Ethiopia| Research Coordinator            | University for Peace (UPEACE)   | Tel: +251 11 618-0991/251 11 618 0992  
Fax: +251 11 618-0993  
Mobile: +251 925 510810  
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