

External Evaluation of - Urbanization and Development: Delving Deeper into the Nexus

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Abstract:

This report expresses an external evaluation of five international Capacity Building projects from Asia and Latin America. Utilizing a methodology developed in collaboration with Global Development Network (GDN), and by analyzing each of the papers, communication with mentors, key stakeholders and research team members, this report will assess each of the papers on how effectively they have succeeded in meeting the initial objectives of the grant.

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Abbreviations/acronyms

GDN – Global Development Network

IDB – Inter-American Development Bank

NGO – Non Government Organisation

CV – Curriculum Vitae

People who participated in an interview		
GDN Research Project	Name	Role
Urbanization Processes and Urban Morphology in the Periphery of Capitalism: São Paulo, Jakarta, Hanoi and Belo Horizonte	Eliana Queiroz	Principal Investigator
	Isabel Brain	Mentor
Land Use Regulations and Urbanization in the Developing World: Evidence from over 600 Cities	Paavo Monkkonen	Team Member
Location of the Poor: Neighborhood versus household characteristics the case of Bogota	Juliana Restrepo Aguilar	Principal Investigator
	Robert Buckley	Mentor
Congestion Charge in Sao Paulo city: Likely traffic effects	Claudio Ribeiro Lucinda	Principal Investigator
	Andrea Colantonio	Mentor
Urban Externalities in the Small Developing Countries of Asia and Latin America: A Comparative Case Study Analysis of Squatter Settlements in Nepal (Kathmandu) and Ecuador (Quito)	Shiva Adhikari	Principal Investigator
	Kala Sridhar	Mentor

Table 1 - Interview Respondents

People who responded to questionnaires			
GDN Research Project	Name	Role	Date of response
Urbanization Processes and Urban Morphology in the Periphery of Capitalism: São Paulo, Jakarta, Hanoi and Belo Horizonte	Eliana Queiroz	Principal Investigator	24/10/2013
	Tu Thanh Nguyen	Team Member	10/11/2013
	Isabel Brain	Mentor	25/10/2013
Land Use Regulations and Urbanization in the Developing World: Evidence from over 600 Cities	Lucas Ronconi	Principal Investigator	21/11/2013
	Paavo Monkkonen	Team Member	25/10/2013
	Anthony Venables	Mentor	30/10/2013
Location of the Poor: Neighborhood versus household characteristics the case of Bogota	Juliana Restrepo Aguilar	Principal Investigator	01/11/2013
	Robert Buckley	Mentor	07/11/2013
	José Alejandro Bayona	External reference	18/11/2013
Congestion Charge in Sao Paulo city: Likely traffic effects	Claudio Ribeiro Lucinda	Principal Investigator	31/10/2013
	Andrea Colantonio	Mentor	24/10/13
Urban Externalities in the Small Developing Countries of Asia and Latin America: A Comparative Case Study Analysis of Squatter Settlements in Nepal (Kathmandu) and Ecuador (Quito)	Shiva Adhikari	Principal Investigator	31/10/2013
	Vanessa Pinto	Team Member	08/11/2013
	Kala Sridhar	Mentor	02/11/2013
	Pragya Pradhan	External reference	10/11/2013

Table 2 - Questionnaire Respondents

About IDUS Consulting

IDUS Consulting is comprised of a team of three, based in Buenos Aires, Argentina. The experience and capabilities of the team are directly related to the field of urbanization and development in the global south. Together, IDUS Consulting combines a diverse range of urbanization and development skills and experience from around the globe. The team is comprised of a Professor of Urban and Regional Planning from the University of Buenos Aires, a Masters in Urban Economics student from the University of Buenos Aires and an Undergraduate of Urban and Regional Planning student from Curtin University in Western Australia. In addition to academic qualifications and research experience, each of the team members of IDUS Consulting possess a wide range of work experience from the various facets of urbanization and development research in the global south.

1. About the Global Research Project

The global research project, *Urbanization and Development: Delving Deeper into the Nexus* provides grants to support comparative and systematic research that looks across continents, and brings together experts from Latin America and Asia to address the fundamental issues of urbanization and development. The grant offers the opportunity for researchers from these regions to engage in meaningful academic collaborations in a globally interconnected way.

The project aims at providing specific recommendations and strategic guidance for governments and development agencies regarding urbanization issues (thus paying particular attention to the so-called 'enabling policy environment' in the area of urbanization).

The global research project takes a fresh look at the development mantra, that cities are the 'engines of growth'. This is essential in order to delve *inter alia* deeper into gender-related issues, the role of local elites and how they may shape the character of a city (and thus the developmental or non-developmental focus), the role of local culture, and the overall nexus between urbanization processes and poverty reduction (since it is precisely this link that currently places the urbanization issue in the international development agenda). Furthermore, negative externalities arising from the urbanization process in Latin America and Asia, such as crime, congestion and disease were studied in the context of the project. Finally, a particular effort will be made to shed more light on the overall relationship between migration and urbanization and comparative analysis will be undertaken as part of the case studies to improve understanding of the urbanization issue and major differences between Latin America and Asia will be highlighted and assessed in order to derive useful policy lessons.

2. Executive Summary

IDUS Consulting has been commissioned by the GDN (Global Development Network) to carry out a comprehensive evaluation of the *Urbanization and Development: Delving Deeper into the Nexus* Project. The evaluation will measure the achievements of five different research papers against the four key objectives set out by the grant:

1. Knowledge Production
2. Research Capacity Building
3. South-South Cooperation
4. Contribution to Policy-Making.

The report will concentrate on determining the extent to which each research project has individually and collectively achieved their objectives including; how every component of each project contributes to the overall objective, the efficiency of the grant and how the different stages in the research process functions such as, the selection of the grantees, challenges faced and responses to opportunities.

Each of these objectives has been considered broadly because of the extensive diversity of each project. The relevance of Knowledge Production has been considered from within the context of each project. Capacity Building has been assessed considering human resource development and questions if researchers are introducing new concepts and methodologies and benefiting their local institutions and their own professional development. South-South Cooperation is determined by measuring the extent to which the teams have created linkages with other researchers and networks in the same field both within and outside their country. Finally, Contribution to Policy-Making explores to what extent the research findings have influenced and/or if they are sufficiently relevant to support public policy reforms in addressing urbanization and development challenges.

2.1. Summary of the Evaluation Findings

The five papers reflect a high level of diversity. Such diversity includes the theme, approaches and methodologies, team composition, countries involved, results and outcomes. This has created a window of opportunity to analyze the nexus between urbanization and development from a variety of perspectives. Some papers concentrated on studying certain phenomena of a single city, like socio-spatial segregation and traffic congestion charging, others complete comparative studies, comparing urban morphologies or the willingness of slum dwellers to pay specialized taxes in two different countries. Finally, one paper compared the land use regulation data of six hundred cities in order to better understand the impact of urban regulations on urban development in the global south.

2.1.1. Knowledge Production

The evaluation placed each project into three different categories. Each paper contributed to new understanding of urbanization phenomena in a unique way. Papers that focused on one city worked from

previously developed hypotheses and tended to be more robust in their analysis. Papers that were composed by teams from two or more different countries explored new and unique hypotheses. In the case of the paper that compared many cities, the research team utilized data from international organizations that had never been utilized for academic studies. The team took advantage of this data and explored a hypothesis on the cause of urbanization problems and their relationship with land-use regulations. In all cases, the mentors of each project identified the production of new knowledge of, at least, a limited extent. However, according to external references it was found that there are zero, or very few, other groups that utilize the research produced by this project. Due to the timing of this evaluation, this can be interpreted as a potentially temporary situation as each of the research teams have made plans for the dissemination of their research. The role of the mentor in the research process was a significant component of the project that led to the creation of new knowledge for each of the cases. Mentors worked with research teams to improve their ideas, develop communication skills and reinforce their policy focus. However, it was consistently recognised that the mentor arrived late in the process, when the research design methodology was already completed, and in some cases, even in an advanced stage of the research methodology. The evaluation identified the participation in the Rio de Janeiro workshop as a crucial aspect of the grant. The workshop enabled the exchange of ideas and findings and helped researchers to obtain helpful feedback from a variety of sources. Mentors identified the relevance of multidisciplinary work to produce new knowledge, however, in some cases this is absent.

2.1.2. Capacity Building

The project has enabled all research teams to improve their professional development. Comparing baseline against endline data, the evaluation observed that Communication skills and research methods skills were most impact by the grant followed by professional visibility and Policy Recommendations and core knowledge and statistical analysis were the skills least impact by the grant. In some case the project provided a significant contribution to the research capabilities of associated academic institutions. Generally, research teams that focused on one city were associated with a think tank and a university that received the benefit of newly produced data, new approaches and well developed methodologies. When research teams were distributed between two or more countries, researchers and universities experienced similar results, with the addition of obtaining a valuable comparative analysis that helped to identify unique circumstances in different counties and cities, contributing to better understanding the linkages between urbanization and development. However, the evaluation identified several typical problems associated with working in multicultural research teams. In the case of the global city comparison, the project developed new ways to utilize data that was underutilised; the team explored new hypotheses and built on the capacity of global think tanks and universities to influence public policies through international organizations. Additionally, there were a number of lessons learnt that could help identify ways to improve the Capacity Building impact of the GDN project. These are mostly concerned with the role of the mentors, administration of the grant and the introduction of more adequate timing.

2.1.3. South-South Cooperation

In all cases there were very fruitful academic exchanges and discussion. The evaluation highlights the importance of the projects that were carried out in two or more countries. However, it was observed that there were numerous difficulties associated with the teams working simultaneously across the globe. These teams had difficulty in terms of consistently making sense of the more complex conclusions that came out of their studies. Language and communication difficulties were a major obstacle to overcome, as well as time constraints and coordination. In spite of these difficulties, the results are promising for inter-continental research cooperation efforts in the global south. Some feedback from researcher and mentors points out the fact that the grant should take into account the completely different expenditures and funding needs for projects carried out in one city compared to those carried out in more than one country. For multiple countries studies there are additional challenges, such as getting available data possible to compare, communication and travel expenditure requiring additional funding. In some of the multiple country research, there is a claim for additional funding to support realistic South-South Cooperation. Also, it can be noticed that in multiple country researches the major load of the work has happened in one of the country, where the research team leader lives, and the rest of the team just support by producing information but not getting into more deep research work, probably because the lack of funding to cover expenditure of all participants. Comparing baseline against endline data, it is observed that researchers, through the grant, get access and participate actively in international networks.

2.1.4. Contribution to Policy-Making

The evaluation determines that each of the papers targeted policy-making institutions in unique ways. The research that focused on one city tended to provide relevant insights sufficient to influence policy-making. The multi-country research has sufficiently contributed to the development of a starting-point for policy-making. Some research papers considered the success of similar previous policies. This improved the policy focus by identifying under what circumstances similar policies have succeeded or failed and created ways for researchers to produce new Policy Recommendations. Whilst the international comparison papers had an explorative nature and revealed many new questions, the development of new and more difficult multi-country methodologies hindered their ability to extract strong recommendations for policy-making; therefore, these required further efforts, elaboration and guidance. The research that focused on global comparison of cities added value in terms of policy-making but is only a starting point.

2.1.5. Innovations and Lessons Learnt

The evaluation identifies some innovation and lessons learned for improving the grant and explores the way forward by taking into consideration comments made by the researchers and mentors on how to ensure that the research better satisfies the objectives of the grant. Some of the papers developed specific methodologies designed to collect quantitative and qualitative data from different countries. These teams faced enormous difficulties given their time and resource constraints, however, they successfully developed new techniques to collect and analyze information. Other groups managed to process large amounts of data coming from comprehensive questionnaires and others opted to utilize available data and explore new

hypotheses. In all cases, the dissemination of findings and extraction of strong policy-oriented conclusions has been unsuccessful; this may have been the result of research time constraints and limited support to achieve their dissemination ambitions.

2.1.6. Recommendations

This evaluation identifies numerous opportunities to improve the impact of the GDN grant. The multi-country projects produced strong Capacity Building for research teams and institutions. However, these teams experienced numerous issues with communication and teamwork productivity. This is typical of multi-country research and each of the teams would benefit from some guidance and support to better overcome these issues in the future. Furthermore, regarding the administration of the grant, the evaluation recommends that the grant be split in pieces in order to ensure funding is sufficient for the crucial stages of extracting strong Policy Recommendations and for the dissemination of the research. With regards to dissemination, GDN could, for example, organize a special GDN publication and facilitate connections with international and local organizations to inform them about research outputs, help teams to establish dissemination opportunities and create working relationships with policy-making institutions.

3. The Evaluation Approach

The first section of the evaluation considers to what extent the four objectives of the grant have been achieved. For Knowledge Production, the assessment considered the particular context of each project. Capacity Building was assessed considering human resource development, for example, researchers developed new concepts and techniques and improved their own professional development and the research capacities of their local institutions. South-South Cooperation was measured considering to what extent the teams created linkages with other researchers from around the world and, to a more limited extent, in their local region. Finally, Contribution to Policy-Making was considered by exploring to what extent the research findings provided recommendations and strategic guidance for governments and development agencies regarding urbanization issues. Furthermore, the evaluation discusses the contribution of different project components to the success of the grant, for example, the administration of the grant, the grant itself, the timing of the project and the mentoring. Additionally, the report explores the issue of efficiency, i.e. value for money by considering how the grant was spent and what the impact of the grant was in relation to expenditure. Finally, IDUS Consulting aims to identify lessons learned that could help GDN to determine how it can position itself in the future to improve the policy focus of research in the context of urbanization and local development.

The evaluation analyzes how well research teams satisfied the four objectives from three different perspectives:

1. Academic - the findings of the research itself and the impact of the grant on the researchers, their research teams and associated institutions.
2. Local - connection with policy-making individuals and institutions with whom they interacted and impact of the research on local policy-making organisations.
3. International - the international audience including academia, policy-making institutions etc.

This approach pursues the specific findings of the research and enables a better comprehension of the different dimensions of each objective.

The evaluation assesses the role of the mentors and any information obtained from external stakeholders that were referenced by the research teams during the questionnaire process. This enabled IDUS Consulting to develop a comprehensive understanding of the quality of the research, the methodologies and all sources of data. Additionally, IDUS Consulting observed interactions between research teams spread across multiple countries in order to assess South-South Cooperation. Due to the contextual parameters of some research proposals that were initially approved by GDN, the evaluation also considered interactions and collaboration between researchers within the same institution and how they overcame the typical sense of isolation experienced during their research activities in the global south. In this regard, the analysis of the project evolution and the opinions of mentors and external references established the basic data that was utilized to observe the ways that cooperation occurred during the project and how collaboration created new research lines and networking opportunities.

Contribution to Policy-Making was evaluated by considering data obtained from researchers, mentors and external references that indicate the extent to which research has been utilized. Additionally, IDUS Consulting explored how well the outcomes of the project were received during dissemination activities and considered the professional development of the research team comparing their CV's from before and after receiving the GDN grant. The evaluation measured the contribution of the different components of the project to the overall objectives by analyzing the responses from mentors and researchers during the evaluation and cross-referencing responses with other data to identify inconsistencies. Regarding the expenditure of the project, the evaluation considered how research teams utilized their resources and how this may have contributed to the impact of the grant. These aspects were evaluated by comparing the baseline information provided by GDN and information collected during the evaluation process.

4. Evaluation Methodology Stages

I. Analysis of the research papers and research documentation

During the first stage of the analysis, IDUS Consulting reviewed the quality of the research by analyzing each report in detail by considering the content, methodology, findings and writing clarity. This stage aimed to better understand the contents and format of the research, the role of team members and the extent to which they achieved their research goals. With this data, three questionnaires were designed for research team members, mentors and external references to complete during later stages of the evaluation. During the formulation of the questionnaires, IDUS Consulting also identified key issues to further investigate with researchers, mentors and external references during the interview stage of the evaluation.

II. Data collection

During the second stage of the evaluation IDUS Consulting collected the researchers CVs and responses to the questionnaires.

III. Matrix

The third stage compiled all data collected into a matrix in order to begin reading the research projects. The aim was to find common issues, differences, successes and failures from different aspects of the research papers. During this stage, IDUS Consulting identified specific trends regarding how the research was carried out, how the teams overcame problems and how they uncovered key opportunities. Additionally, the evaluation team investigated the role of researchers and mentors in the project and explored feedback from external references. The three indicators; academic, local and international were applied to the objectives of the grant (production of new knowledge, Capacity Building, South-South Cooperation and Contribution to Policy-Making). Each of the dimensions and specific indicators utilised for this stage of the analysis are presented in **Table 3**. This table was completed by the evaluation team and assessed in conjunction with other data. The matrix helps the evaluation team extract hypotheses, identify major achievements and lessons learnt from the project. This information was verified during the following stage.

Table 3 – Assessment Model

Dimension	Concept	Indicators		
		A. Academic	B. Local	C. International
Knowledge Production	What has the project produced?	Evidence on unknown cause of urbanization problems and opportunities	Finding linkages between urban problems relevant to review local policies	Documenting lessons learnt on good and best practice to deal with urban development
	What does the project contribute to shape research leadership?	Recognition of the local academia in terms of new knowledge generated	Engagement of other local researchers in the subject and discussions on evidence generated	Use of the research at international level by different publications and resources
Capacity Building	What does the project contribute to empower the research team?	Team consistency implementing the research plan. Participants/roles related to research topic	Training provided by the research to carry out different activities	Benefits of the project in terms of exposure to international networks
	Does the project build new capacities at the institutions where it was carried out?	Use of new technology and how it helped to improve the research institutional capacity	Contribution of Capacity Building to academia institutions in terms of new skills at a local level	Opportunities created to position the research institution to an international audience
South-South Cooperation	How does the project contribute to creating positive synergies between countries of the global south?	Linkages between the research institution and other research networks	Linkages with local authorities on urbanization & local development	Linkages between the project and international research networks
Contribution to Policy-Making	How do the research findings contribute to policy-making?	Research abilities to respond to the demands of policy-making institutions	Capacity to transfer findings to local policy-making institutions	Capacity to transfer policy-making inputs to a global audience

IV. Interviews

The fourth stage involved the arrangement of a number of interviews with research leaders and mentors. This aspect of the evaluation aimed to delve deeper into the details of each project. IDUS Consulting strategically selected questions from the questionnaire to re-ask during the interviews to extract a deeper explanation from the researchers and mentors. The aim of the interview process was to harmonize the responses from mentors and research leaders, which were frequently contradictory.

V. Marking

During the fifth stage of the evaluation, an in depth assessment of each research project was completed. IDUS Consulting rebuilt the research process, analyzed the role of the research leaders, team members and their institutional context. The marking was based on a series of indicators developed in conjunction with the questionnaire. The indicators were designed to differentiate the feedback received by the researchers, mentors and additional data that was collected and interpreted from CVs and external references during previous stages of the evaluation process.

Five Categories of Assessment

Outstanding accomplishment: The achievement exceeded the objective - receives a mark of between 9 or 10.

Fully accomplished: The objective was achieved with promising results - receives a mark of between 7 and 8.

Accomplished: The objective was achieved with basic results - receives a mark between 6 and 7.

Partially accomplished: The objective was not completely accomplished, important components remain incomplete - receives a mark between 4 and 5.

Not accomplished: The objective was not reached to an adequate extent - receives a mark of less than 4.

The following indicators were designed to guide marking and to measure to what extent the project has met the main objectives of the grant:

1. Knowledge Production

- 1) Consistency of the outputs to better understand the inter-linkages between urbanization and development
- 2) Assessment of the production of new and relevant knowledge
- 3) Number of written materials produced and disseminated
- 4) Number of conferences and events where findings of the GDN project were presented
- 5) Number of other groups/institutions using evidence created by the research

2. Capacity Building

- 1) Contribution of the grant to professional development
- 2) Improvement in the quality of the research work (Research Methods, Theoretical Knowledge, Statistical Analysis, etc.)
- 3) Team work consistency in multidisciplinary and collaborative research
- 4) Research contribution to the shaping of research collaboration and peer learning opportunities
- 5) Comparison with previous mentoring and grant programs

3. South-South Cooperation

- 1) Number of foreign collaborators
- 2) Creation of linkages with other international research project institutions
- 3) Opportunities created by the nature of multi-country research
- 4) Number of local networks joined
- 5) Number of international networks joined

4. Ability to Extract Policy Recommendations

- 1) Consistency of outcomes in relation to the development of recommendations/guidance for public policy-making
- 2) Number of policy-related research projects generated
- 3) Number of policy-making organizations targeted with the research
- 4) Number of references to the research in a formal government document or government testimony
- 5) Amount of feedback received from policy-making stakeholders regarding contribution of the research

5. Grant Administration

- 1) Grant (amount and payment)
- 2) Mentoring (quality and frequency)
- 3) Project management (planning and organizing)
- 4) Technical workshop (planning, attendance, contents and results)
- 5) Networking (involvement of the grantees in international and local academic and professional networks)

6. Grant Efficiency

- 1) Use of the grant
- 2) Recommendations for introducing other expenditures
- 3) Value of the workshop
- 4) Value of the mentor
- 5) Encouragement for networking

7. Organization of the Project

- 1) Selection of the grantees
- 2) Problems and opportunities during the research phase
- 3) Unexpected results
- 4) Missed opportunities

5) How GDN has positioned itself to add value to the building of research capacities

Each of the indicators was designed to determine a mark based on the information collected from the various sources of the evaluation process in addition to the self assessment carried out by the researchers from both before and after the grant in conjunction with the advice of the mentors.

VI. Writing the Final Report

In this stage, all of the data was compiled with the recommendations, analyzed findings, impacts and lessons learned from the project. The final report is to be utilized as concrete documentation of the evaluation process, disseminated between research teams and, eventually, distributed with other researchers interested in the initiatives of GDN-IDB grant to build up research capacity in the field of urbanization and local development in the global south.

5. The Evaluation

5.1. Stage I. Analysis of the Research Papers and Research Documentation

This stage aimed to fully understand how the research was carried out and assess the outcomes of each research paper. After reading the research papers and related documentation, the evaluation team prepared a list of key issues to further discuss with mentors and, eventually, external advisors, and to provide feedback at stage IV. This stage of the evaluation enabled IDUS Consulting to comprehend each of the papers separately and begin to formulate the following stages of the evaluation. A summary of the preliminary quality review is presented in Annex I.

5.2. Stage II. Data collection

The impact of the research on three major audiences was considered during the evaluation process: academics, local policy-making institutions and the international audience. The data for each project was prepared based on evidence provided by the research team (publications, documentations, etc.). This was supported by responses to the mentors' questionnaires and data that was compared with the previously submitted CVs. In this questionnaire it was requested that each of the research teams provide references from academic, local government and international networks to evaluate outcomes and outputs. The references were sent questionnaires separately, this aimed to further investigate the outcomes and outputs of each project and to validate other information. A total of 23 questionnaires were completed during the evaluation. The questionnaire is presented in Annex III and the results of the questionnaire are presented in Annex V.

5.3. Stage III. Matrix

Three indicators were then applied to the four objectives: production of new knowledge, extent of Capacity Building, extent of South-South Cooperation and Contribution to Policy-Making. The matrices are presented in Tables 4 to 8.

These matrices helped the identification of major achievements and lessons learned for each project. These were later verified in the interview stage of the evaluation. Furthermore, in order to further explore these different aspects, the interview questions were strategically developed based on this data to seek further details on how the research for each project was carried out and what results were produced. Furthermore, the interviews aimed to determine the vision that the researchers and team members have for future work and identified the perspectives of the mentors and external references. Three separate questionnaires were developed; one addressed to the researchers, differentiating between team leaders and team members, one for mentors and one for external references. Furthermore, when developing questions, IDUS Consulting considered the more complex circumstances of those teams working across multiple countries in order to further explore the collaborative dimension of their projects.

Table 4 - Assessment of the Two Country Case Study

Outputs	Dimensions		
	A. Academic	B. Local	C. International
1) Contribution to development knowledge	Limited in methodology and findings. Poorly written. Limited dissemination	Limited outputs for local administrations	Limited contribution
2) Research Capacity Building	Good team work and mentoring experience.	Limited influence on local administrations	Facilitated peer learning opportunities between the two countries
3) South-South Cooperation	Linked up researchers from different fields (health and economics)	Limited relationship with practitioners	Developed linkages between the two teams
4) Contribution to Policy-Making	Created a new research line at the university	Opened new possibilities for academic exchange	Contributed to introducing a new dimension to the international debate on informal settlements

Table 5 - Assessment of the Bogota Case Study

Outputs	Dimensions		
	A. Academic	B. Local	C. International
1) Contribution to development knowledge	New knowledge. Limited dissemination	No transference to local administration	Limited exposure of new knowledge at international level
2) Research Capacity Building	Contributed to developing think-tank (Fedesarrollo) capacities	Not yet	None
3) South-South Cooperation	Limited connection with other researchers	Not yet	None
4) Contribution to Policy-Making	Created a new research line at the think-tank	Not yet	None

Table 6 - Assessment of the Three Country Case Study

Outputs	Dimensions		
	A. Academic	B. Local	C. International
1) Contribution to development knowledge	Innovative approach, with methodological and writing problems	Limited exchange with public administration in terms of geographical information systems, etc.	Contributed to building networks of researchers and practitioners in two countries
2) Research Capacity Building	Contributed to developing a new research line at the University in Brazil and also Nepal	Transferred some views and approaches useful to reconsider urban intervention strategies	Exposure to international networking of all team members
3) South-South Cooperation	Developed new linkages with other researchers and proposed new collaboration between universities	Limited	Connected researchers and institutions between a number of countries
4) Contribution to Policy-Making	In process	Limited	Limited

Table 7 - Assessment of the Brazil Case Study

Outputs	Dimensions		
	A. Academic	B. Local	C. International
1) Contribution to development knowledge	Relevant topic but limited in methodology and results	Limited transference to local practitioners	Good comparison with other international cases
2) Research Capacity Building	Introduced new methodologies to the University	None	None
3) South-South Cooperation	Limited	None	Relationship with experts in the same field
4) Contribution to Policy-Making	Contributed to solve traffic problems	Limited	Contributed to international conferences

Table 8 - Assessment of the 600 City Case Study

Outputs	Dimensions		
	A. Academic	B. Local	C. International
1) Contribution to development knowledge	First initial steps on the subject. Limited conclusions.	None	Transference to international organizations and network
2) Research Capacity Building	Contributed to develop new research line	None	Contributed to developing research line complementary of other research efforts
3) South-South Cooperation	Engagement with researchers individuals	None	Linkages with other groups
4) Contribution to Policy-Making	Limited but progressing	None	In progress

5.4. Stage IV. Interviews

The team then carried out a series of individual interviews with research team members and mentors in order to obtain further details about the research papers. Other sources of information obtained during the evaluation process were utilized to verify the data available and develop hypotheses about the successes and failures of the projects. A summary of the key data obtained from the interviews is presented below and an extensive collection of notes and transcripts of all interviews is displayed in Annex VII.

Key Points Extracted from Interviews¹

Methodologies and disciplinary approaches

In general, the interviews verified what was already expressed in the questionnaires. Methodologies and disciplinary approaches, statistical analyses, communication skills, Ability to Extract Policy Recommendations and professional visibility have been ranked as 'generally high' or 'very high' by researchers and mentors. Comments tend to reflect the significant difficulties experienced by teams and mentors when carrying out this level of interdisciplinary research. The emphasis on economic analysis without complementary knowledge from other disciplines was criticized as a key factor that inhibited innovation and the achievement of better results. In general, mentors expressed their willingness to help to make the research more multidisciplinary and methodology more consistent, but with limited success.

As expressed by a mentor, reflecting on the reasons behind the problems identified in terms of methodology and disciplinary approaches: *"I think they were probably a bit too technical, they were late in terms of delivering the reports, we did our best to comment but I think they need to bring into the team someone who is not an economist and someone who is not a model person"*.

Other comments shared the same view with respect to the importance of working with complex issues such as urbanization and local development from an interdisciplinary perspective: *"I think a multidisciplinary team would be much better for the project, what I am trying to say is that if you put together three economists they are going to produce a self-contained economic report, but I understood from GDN that this was a little more policy oriented and I tried to push it in that direction but as an advisor I can only give advice and there is little I can do...we kept in touch on a regular basis, I think every few weeks but I don't think the both of us over here were too satisfied or impressed, it was a good study but it was too limited in its scope, it's just, I don't know, it was not bringing new knowledge, new methodology or trying to link, not just in the policy world but other disciplines like sociologists."*

Contribution to development knowledge

Questions in the interview that related the research contribution to Knowledge Production expressed that the teams generally achieved this to a limited extent. This was identified with methodological problems in the research design because mentors arrived when the research methodology was already developed and underway and were generally unable to influence the research design. Although some of the teams showed more solid methodological approaches leading to the development of more precise and consistent knowledge, other teams, particularly those operating in more than one city or country, faced methodological problems that limited the production of consistent new knowledge. However, even in these cases, the

¹ In some cases, these quotations were slightly modified in order to clarify the response

research assumed an exploratory profile that open a window of opportunity for innovation in the field of urbanization and local development studies.

A mentor, assessing the contribution of the grant to development knowledge expressed: *“Basically it was accomplished to a limited extent, it contributed to new knowledge to a limited extent because it was based on surveys one, two a lot of...I mean it was representative in some way but I’m not quite sure that based on the surveys the policy maker would take the findings very seriously, third I was not quite convinced that the plethora of options that the research team and the survey team gave to the audience were really understood. We were asking questions of the squatter settlement and I don’t expect them to be very educated and I think that some of the questions were very convoluted, for example they ask for four options in respect to land tenure and the four options were as follows, one to get the land tenure and stay where you are, option two get the land tenure move to a different squatter settlement, third was don’t get the land tenure stay where you go, fourth was don’t get the land tenure, go somewhere else. Right? I think even with my education and skills and given that I have lived here for so long, given these four options I would really think for a long time before I could give a good answer with respect to my thinking so I think they probably ask too much of the residents and I’m not quite sure that the responses they got are really what they thought.”*

Publications

The evaluation teams questioned researchers about their publications and confirm the responses from the questionnaire that the limited number of publications in the result of limited time. The researcher interviews in general, explained that they aim to consolidate their findings in papers, disseminate through different channels, gain feedback from different audiences and then produce a publication targeting the international audience.

A researcher explained his publication strategy: *“The report we are going to publish has two things, the first thing is already in process, it is going to be a chapter in an edited book, and the second piece will be an article and we are just reading a bunch of calculations for these indicators on urban form recently and so then we are going to incorporate that and run some more models, and you know, so maybe in a couple of months we will have the article ready. Once that article is like a working paper at least then that’s what we’ll share with people.”*

Capacity Building

The interviews expressed, in general, satisfaction in terms of Capacity Building understood in terms of professional development of the researchers because they acquired new knowledge and research capacities. However, the mentors expressed that Capacity Building was generally limited. On one hand, the researchers that worked in already well-known fields did not take too much risk in exploring new ideas. These papers were mostly related to one city or country and managed to achieve good results with a consistent methodology. The papers that risked the exploration of multiple cities and countries explored new ideas and methodologies were unable to create robust outcomes due to the difficulty of consistently implementing their more complex methodologies in diverse locations around the world. Furthermore,

participants expressed that the contribution to building up new capacities in research institutions has been limited, in general, and particularly for their local institutions. However, it has been pointed out that there was a beneficial component to these teams as they were able to shape new and interesting research.

A mentor, analyzing capacity built in the research team expressed: *"I think they stayed in their own comfort zone, they did what they knew, in this sense it was not cutting edge, it was not a juicy experiment, which is a pity because they got this grant and they could have been more risky and more adventurous in what they were trying to do, and perhaps their results would not have been as good as they are, but at least they would have pushed the boundary a little bit more from a methodological point and view. They could have tried something that nobody else has tried, so this is not the case and this is why, I don't know...the research capacity in this sense has not been built because they were not trying new things or new methodologies so in a sense it was...I think also...I understand that there was a team based in a single university, so sometimes when you do cross university collaboration somebody comes in with a new idea, or a new model or something and this is how you transfer new knowledge. But the way the study was set out particularly was...I mean this is very good question, so in this sense I think that no new knowledge was transferred, essentially they build on their own knowledge marginally, but they did not do something new or something radical, so perhaps establishing a team which is not just made up of one department of university but of different departments, perhaps it would have been much more interesting, they would have injected more knowledge and pushed the team beyond their comfort zone and beyond what they already know."*

Another mentor provided additional explanations on the reasons of limited Capacity Building: *"What I realized was that they were not like really prepared researchers but they were very good at gathering information and collecting information and they had very rich documents full of data and descriptions...what I see was that they were not able to process the info very well so I encouraged them...and I think that they moved positively but to be honest I would have expected a little bit more of deep reflection about the implications for the public sector."*

South-South research collaboration

South-South Cooperation has been a key factor in the evaluation. Those that worked within one city only contributed to south-south research collaboration superficially through minor correspondence with researchers abroad. The international teams expressed, during the interview, the difficulties faced when carrying out their research were mostly related to communication problems. The explanations in general, comparing the perspective of the researchers and the mentors, were rich in terms of presenting the challenge of investigating urbanization and local development complexities in different countries. In this respect, researchers expressed the high value that the workshop had in terms of facilitating communication, developing a better understanding of what they were researching and obtaining technical feedback from mentors and other participants.

As one researcher expressed: *"I understood there were differences, since the beginning we were constantly working together and exchanging texts and suggestions and writing and commenting on each other's writings and suggestions. But in the workshop I understood that my colleague did not understand the*

methodology. We were working through different continental views. Sometimes we were talking about the same thing but not really understanding the same thing. It was a very interesting experience but I believe that the paper could have gone much further if we were really talking the same language”

Another researcher pointed out the challenges associated with data collection and interpretation in order to produce consistent research, focusing on learning from the differences: *“If you want to compare different countries, cultures, data, etc. it is very difficult. For a team leader of a multi-country research project, the most important thing is to have an open mind to learn from differences, rather than trying to compare everything”*

Contributions to policy-making

The ability of the teams to extract policy-making recommendations is a critical aspect of the research grant that was achieved to a very limited extent in some cases, or not achieved at all in other cases. In the interviews, the researchers expressed their commitment to contribute to policy-making in the research design and, in some cases, a commitment in approaching policy-makers to share their research findings. However, in all cases, feedback from policy-making institutions and individuals was unavailable despite specific referrals from research team members. In many cases, these references expressed that they did not have any, or sufficient, knowledge of the project to make comments.

One researcher explained his efforts to share the research findings with local authorities: *“I discuss the paper with the Head of the Urban Planning Commission, who showed a lot of interest but he is too busy normally to go deep into the details. In (researcher mentions one of the countries where the research is carried out) slum dwellers want to pay to enhance their living conditions. And that is a key factor for policy-makers”*

Another researcher expressed, *“Our project is a bit 30,000 feet, as they say... a kind of a high level thing so I don't know what a local government would really make of it, but I think that through the world bank ...you know they have people everywhere...you know IBB or any of these development banks, or any kind of consulting...international consulting groups that do work in this area, that is probably who would be the most benefited, and then through them it could affect policy”*

Satisfaction with the grant and other project components

In general, almost all researchers and mentors expressed their satisfaction with the grant and said that the amount and conditions for delivery were adequate. In some cases, researchers expressed their willingness to obtain additional funds to cover costs not budgeted for, for example, purchase data or hire a specialist. In all cases the researchers expressed that the grant had significantly influenced their personal professional agendas and has influenced their career pathways towards further investigation and research in the field of urbanization and development.

As one researcher said: *“What I felt was that it was very good to be part of the project...It is too soon to tell if it was successful but I am changing my PhD because of the findings.”*

Another researcher commented that: *"It was a great contribution. But for really carrying out international studies, the funding was not enough."*

One research leader had very limited control over the grant explaining: *"I think we spent it mainly on the team, but (researcher mentions the think tank where she works) is in charge of handling the money so I am not aware of how the funds were spent. We did a deal and the institution was in charge of administering it... I received a salary to conduct the research and my colleague as well."*

The workshop

The researchers acknowledged that the workshop, second only to the mentoring, was the most important component of the grant, the questionnaire responses made it clear that mentoring was more important. This is mostly because the workshop helped to shape a common understanding of what was expected from the grant and researchers received valuable feedback from specialists on how each team was performing in respect to those expectations. Beyond the positive feedback received, some of the researchers explained that the workshop faced the challenge of languages and that, in some cases, this was a barrier.

One researcher pointed out that: *"The workshop was really good because it was an opportunity to exchange knowledge with all of the teams, it was an opportunity to receive feedback from all the mentors, it was also good for us to adapt methodology...maybe not methodology but how we would present the outcome. The audience was completely different than the audience we are used to"*

Another researcher expressed that *"It was useful, sometimes language is a little bit obstacle for many of us, but mostly it was ok, there were many Latin people so communication was not that hard but it depends on your English level. Mentors were very attentive in providing comments and new ideas for the studies"*

The mentors

Mentors were appreciated in all cases, although most interviews identified that mentors were introduced too late in the process. Additionally, the interviews reflected some dissatisfaction by the mentors about their role, as they were limited in their capacity to really influence the research. In general, mentors assumed the role of external advisers on the structuring of the papers, language and simply provided encouragement. All research was generally designed and carried out by the team members while continually obtaining specific feedback from their mentors.

A mentor expressed: *"I saw the references that they were using and they were a little bit not quite updated so I thought that it would be a good support for the team to make them realize that they were part of a major community involving this discussion so I sent them the papers that were in the base of this discussion and also papers from the different cities that they were analyzing...and also more general theoretical discussion about the topic. I send them like fifty papers. The other thing is that almost all the researchers were architects so they were not used to or familiar with the research language so I suggested that methodology should be more aligned with the objectives and helped with the structure of the research in order to make easier the following steps"*

A mentor explaining how it was their role to coach the research team: *“Well in terms of the processing... yes, I was very much involved in the process because they shared with me the first baseline results. I think that we all understand it is important to distinguish what would happen if the absence of the phenomenon was observed, right? So I think that part of the dimension helped them to appreciate that”*

Finally, another mentor said *“Oh yes, I think they followed my advice because one of the other things I also suggested to them is to run separate regressions on the slum dwellers, one on the non slum dwellers and one on the full sample to determine whether the separate regressions were statistically different from each other. And they did find, low and behold, that the different regressions were in fact different. So they decided to keep the sample separate and they found some very meaningful findings as far as policies are concerned”*

Timing

Timing has been one of the factors pointed out by researchers and mentors as limited to achieve good research results.

As one researcher expressed: *“Due to the timing...we envisioned much more interviews that we could do...due to the money and time...so we also had to adapt”*

A mentor provided additional feedback about timing in the research process *“I think some concepts were a little confusing... but that was the project, it was approved by GDN so they had to address all of this, so there was no way that we could make it with any more narrow focus. But the mentors did come in a little bit late, the project was already approved and the research was already being implemented whatever the research they proposed, so by the time that I started suggesting things for the questionnaire, they had already done a pilot of one hundred responses and I had to ask them to stop it so we could go over the questionnaire and revise. They had already spent some money in that length of time so it could be useful if the mentors were brought on board earlier in the process”*

Recommendations

The interview process provided a broad range of recommendations for the GDN grant. In this section, the most relevant recommendations identified by researchers, mentors and external references are outlined in order to determine how to enhance the research projects and the grant program.

Research design

Researchers explained that their research projects aimed to research urbanization and local development subjects with multidisciplinary and international views. However, mentors expressed skepticism about the success of the research design and the outcomes resulting from the research process. Mentors identified that there is a lack of multidisciplinary collaboration within the research projects. Additionally, researchers, mentors and references identified that the reports did not utilize sufficiently simple and accessible communication methods.

One mentor explained: *"When I read the first draft I understood immediately that this was just a self-contained economic, econometric study that perhaps only ten people are going to read. You know what I mean... it's not easy to understand it. So I think what they could have done is distill the messages into a much more accessible way for non-technical people and this is when you build new capacity and new knowledge...but it is too complicated and you need to make it more accessible for members of the public. It needs to be made more simple and accessible to other non-technical people. However, it is also important that you do good research before dissemination"*

Timing

In general, there is agreement among researchers and mentors on the need to expand the research scope of time. During the interviews, the ideal length of time to carry out the research was discussed, but without any conclusive outcome. In general, it is agreed that more time is needed and that delays in some of the studies affected the research performance.

One of the mentors mentioned this about timing: *"I think it depends on what GDN wants, if they want a superficial study then six months is enough but if they want a proper academic research with a robust in-depth analysis, I think you need minimum from nine to twelve months realistically. And I think that the team members had a bit of problems themselves... they were late in submitting the whole report, they must have had some sort of internal problems at a certain stage, but so in a sense depends on how much money they had for this grant. A decent academic study, robust with case studies, interviews and modeling and so on, I think it takes at least 9 months realistically. But then if GDN wants something more policy oriented, more superficial, then 6 months is enough... perhaps more time would have been beneficial to the team simply because we could have done things a bit more slowly, I could have provided much more input, much more conversation dialogue and so on..."*

From the perspective of the researchers, the timing was a barrier to achieve better results. But in some cases, it seems that there was confusion in terms of when the mentor will join the process, when certain milestones in the process were supposed to be achieved, and if the approach to policy-making institutions was part of the research, or that was expected to happen after finishing the research.

One researcher expressed: *"I am very happy with the grant in general, I have maybe some remarks regarding time, it was not really clear for me in the call that we would have to deliver it in March and since our methodology consisted of direct observation...it was a bit tricky to organize the trips and involving three researchers from three different countries."*

Another researcher added: *"One problem was that we could have benefited from more time, perhaps more or less two or three months. But that could not have been foreseen before getting hand dirty with the data"*

The workshop

Most of the researchers made recommendations about the workshop. In general, they would have liked to participate in more than one, especially at the beginning of the process to get a clear picture of what was expected and to receive technical feedback as early as possible.

As one researcher expressed: *"I believe that the work maybe needs to start with everybody working together at the same time and space and then continue working apart. The only suggestion I have to give is that this workshop should be in the beginning and in the end because it is a chance to really make connections with the team members and because to start working together you have to really construct together a ground and it is hard to do that only through Skype or e-mail"*

The mentor

Some of the researchers expressed the idea to integrate the mentoring program into the workshop process. In their view, "face to face" communication would help to clarify misunderstandings and improve collaboration to find the best research strategies and to achieve better results.

As one researcher suggested: *"One thing that could help, why not instead of having the mentoring process throughout over the phone and Skype but have time to spend a week or so to discuss and present results with the mentors?"*

GDN positioning itself globally

Researchers and mentors show a lot of enthusiasm working with the GDN whose role is to promote and support research efforts in the south. However, the interview process provided many suggestions on how GDN could expand its role and gain visibility globally.

One researcher expressed this clearly: *"I think GDN is a great organization and I always think it would be good to try and get GDN to have more exposure in the US academic world, I had not heard about them, someone who told me about them and it seems like they sponsor interesting work. I don't know how you would get there, but I mean especially with the urban planning departments in the US, I think there is a lot of people who would be interested in what GDN does."*

Also many researchers and mentors agreed: *"Get each of the papers together and create a new topic".*

5.5. Stage V. Assessment

After verifying the data collected through personal interviews, the evaluation assessed the various dimensions, indicators and data collected during the evaluation process and reached a final assessment of the five papers. Much of this information is summarized in Annex II. The assessment scored each project by the four fundamental objectives of Knowledge Production, Capacity Building, south-south collaboration and Policy Recommendations. The scores were developed by comparing baseline and endline data with additional inputs collected through the questionnaires and interviews, obtaining quantitative and qualitative information on the professional development of the researchers, their institutions, and finally considering their relationship with policy-making institutions. Table 9 summarizes the assessment of the five case studies, highlighting their respective strengths and weaknesses. The scoring varies from 60 to 75% with an average of 68%. This indicates that, according to the methodology applied during this evaluation, the objectives have been adequately accomplished. Finally, in order to increase the spread of the scoring into a set of more visually comparative figures, the scoring was adjusted to an average of 65 and a standard deviation of 10.

Figure 1 reflects the diversity of research carried out. The graph for each research project shows that, in general, the most well achieved object was Knowledge Production, showing scores between 70% and 90%. Capacity Building was measured comparing baseline data against endline data (see section 7.3), reflecting the fact that multi-country teams, with different nationalities and disciplines, achieve more progress in terms of acquiring skills, techniques and benefiting their academic institutions, with a range of results between 50% and 80%. A broader disparity between projects can be observed in the South-South Cooperation objective where the scored ranged from 90% to 20%. Such a disparity is explained by the different scopes of the study; for example, two projects focused only on a single city and therefore, had a limited capacity to satisfy the South-South Cooperation objective. Finally, there is a general trend in all cases for projects to achieve less in Contribution to Policy-Making, between 60 and 80% as maximum.

Table 9 - Comparative Assessment Matrix

	2 Country	3 Country	600 City	Brazil Study	Bogota Study
Comments	Strong on each of the objectives but marginally strong on South-South collaboration and Capacity Building	Strong on all objectives and very strong on South-South Cooperation	Strong on all objectives except for policy-making	Strong on Knowledge Production and Capacity Building but weaker on policy development and South-South Cooperation	Strong on policy development and Knowledge Production, but weak on Capacity Building and South-South collaboration
Score	75%	72.5%	70%	62.5%	60%
Adjusted Score ³	73%	69%	66%	55%	51%

³ For comparative purposes, marks are also adjusted to a target mean of 65 and a standard deviation of 10 in order to better show the spread of achievement between the five research projects.

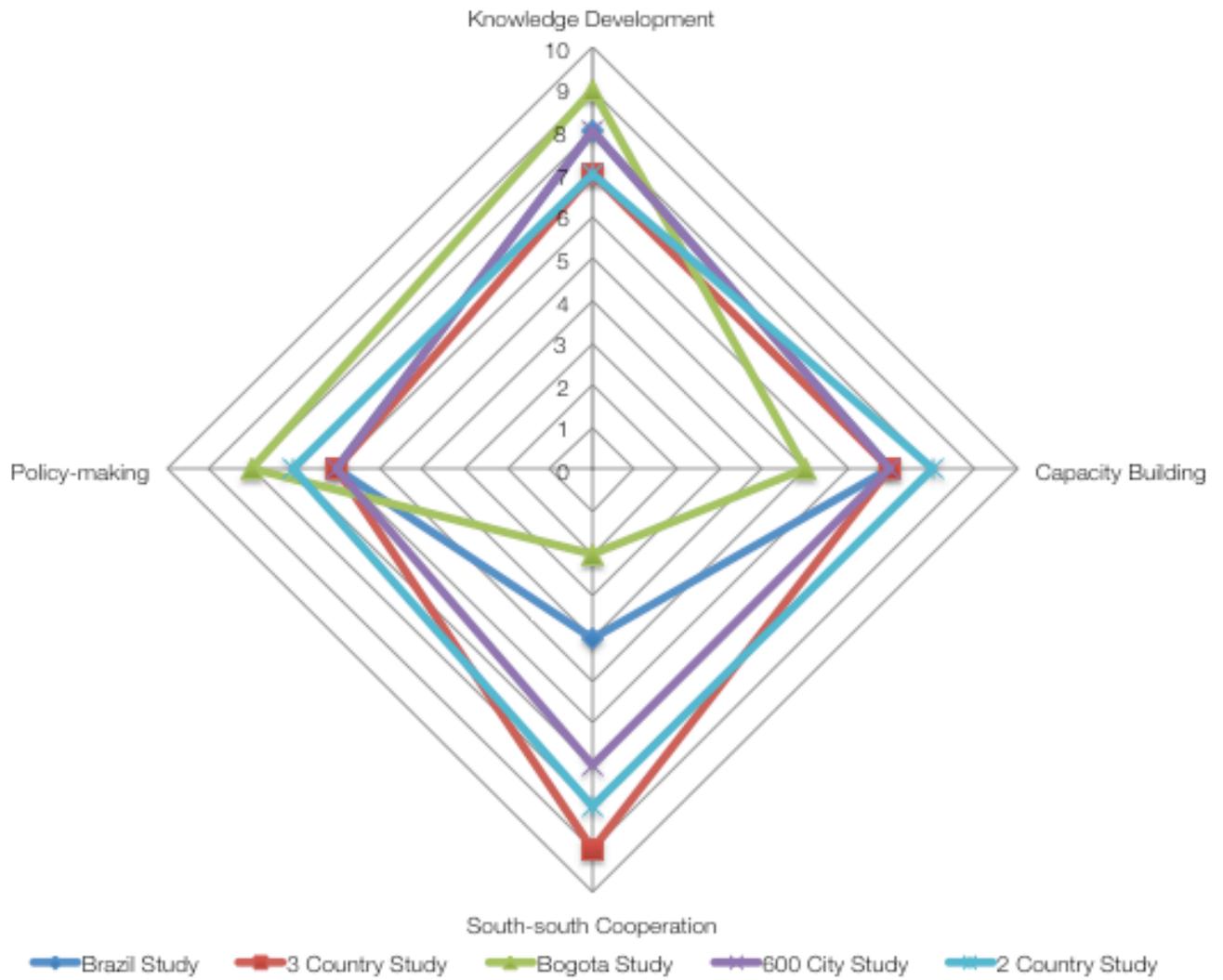


Figure 1 - Comparative Web Chart

Tables 10 to 14 present the scoring achieved per case study, followed by graphs designed to illustrate the contribution of the grant to the four objectives considered in the evaluation.

Table 10 and Figure 2 illustrate the single city case studies. This is characterized by ‘outstanding’ scoring in terms of Knowledge Production, contrasting with very low South-South Cooperation, clearly not accomplishing the goal. Capacity Building is limited, just accomplishing the goal, as baseline and endline data do not reflect big changes. This reveals that, in fact, the researcher, the team and the institution where the research was carried out did not experience a great impact as a result of the grant. However, the scoring in terms of policy-making is high, fully accomplished, resulting from the accumulated experience of the researchers and institutions, and not from the grant.

Table 10 - Final Assessment Grading - Bogota Case Study – See Annex VI

Objectives	Analysis by IDUS Consulting	Advice of Mentor	Evidence of Researcher	Final Grade
Knowledge Production	8	9	9	9 Outstanding Accomplishment
Capacity Building	5	6	5	5 Partially Accomplished
South-South Cooperation	2	2	1	2 Not Accomplished
Policy Recommendations	6	8	7	8 Fully Accomplished
Total	21	25	22	24/40 = 60%

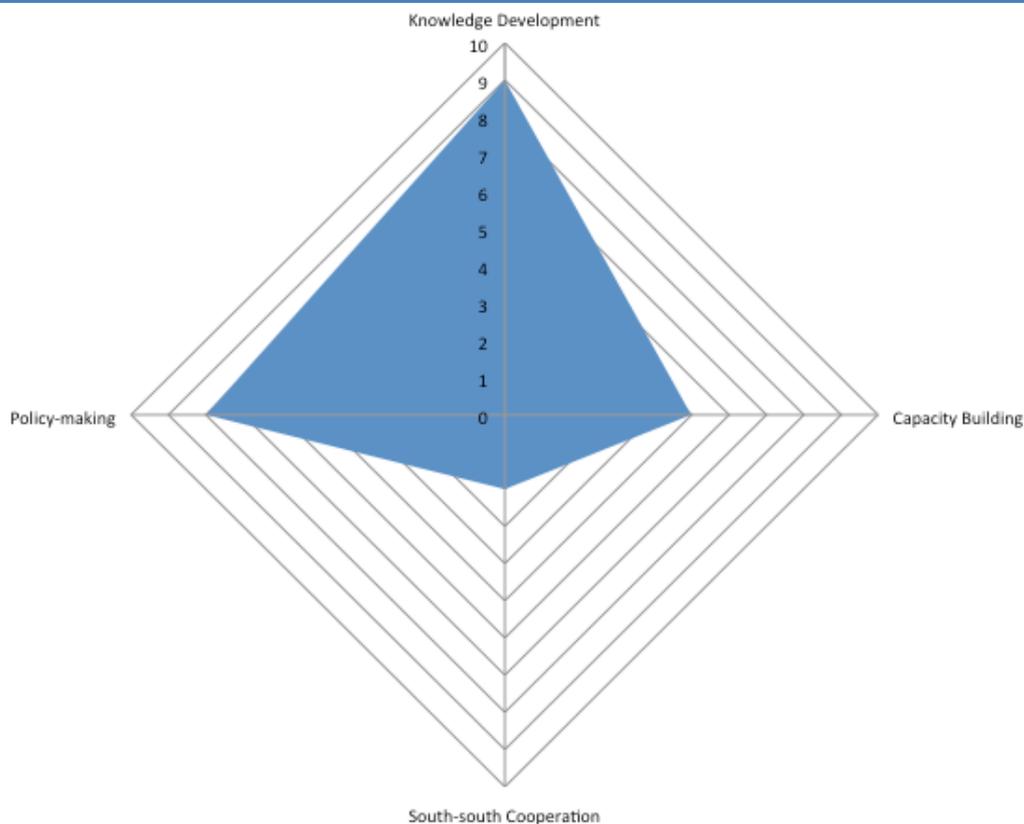


Figure 2 - Bogota Case Study Web

Table 11 and Figure 3 show another single city case study, fully accomplishing goals in terms of Knowledge Production and Capacity Building but with low scoring, ‘not accomplished’ in South-South Cooperation. However, in this case, different to the Bogota Case Study, the scoring of policy-making is ‘partially accomplished’.

Table 11 - Final Assessment Grading - Brazil Case Study – See Annex VI

Objectives	Analysis by IDUS Consulting	Advice of Mentor	Evidence of Researcher	Final Grade
Knowledge Production	8	7	8	8 Fully Accomplished
Capacity Building	7	6	8	7 Fully Accomplished
South-South Cooperation	4	4	4	4 Not Accomplished
Policy Recommendations	6	5	7	6 Partially Accomplished
Total	25	22	27	25/40 = 62.5%

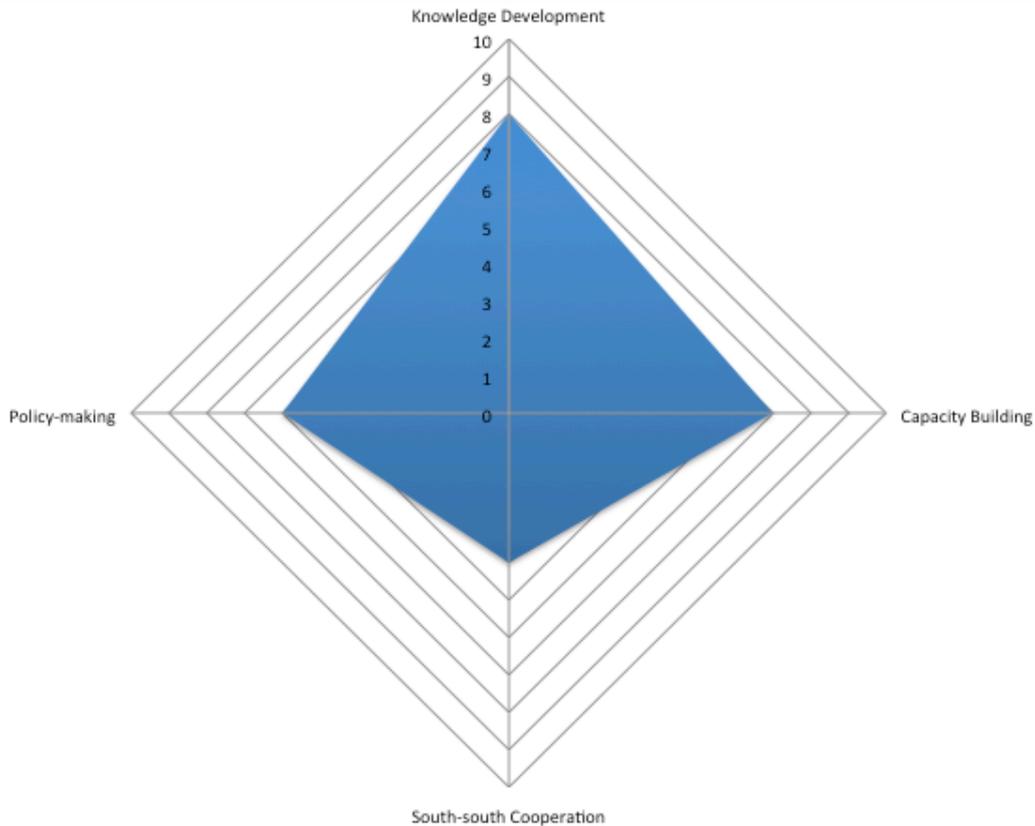


Figure 3 - Brazil Case Study Web

Table 12 and Figure 4 illustrate the case of a multi-country case study, with ‘outstanding accomplishment’ scoring in terms of South-South Cooperation and ‘fully accomplished’ scoring in terms of Knowledge Production. The team faced methodological challenges working in different countries; consequently, the final paper is limited in terms of contents and clarity. Baseline to endline comparison indicated that the Capacity Building of individuals and institutions was significant therefore earning them ‘fully accomplished’. However, policy-making scoring resulted ‘partially accomplished’ as, despite significant effort, a number of different legal frameworks and public policies made the extraction of Policy Recommendations difficult.

Table 12 - Final Assessment Grading - 3 Country Case Study – See Annex VI

Objectives	Analysis by IDUS Consulting	Advice of Mentor	Evidence of Researcher	Final Grade
Knowledge Production	7	7	7	7 Fully Accomplished
Capacity Building	6	7	7	7 Fully Accomplished
South-South Cooperation	8	9	9	9 Outstanding Accomplishment
Policy Recommendations	5	6	7	6 Partially Accomplished
Total	26	29	30	29/40 = 72.5%

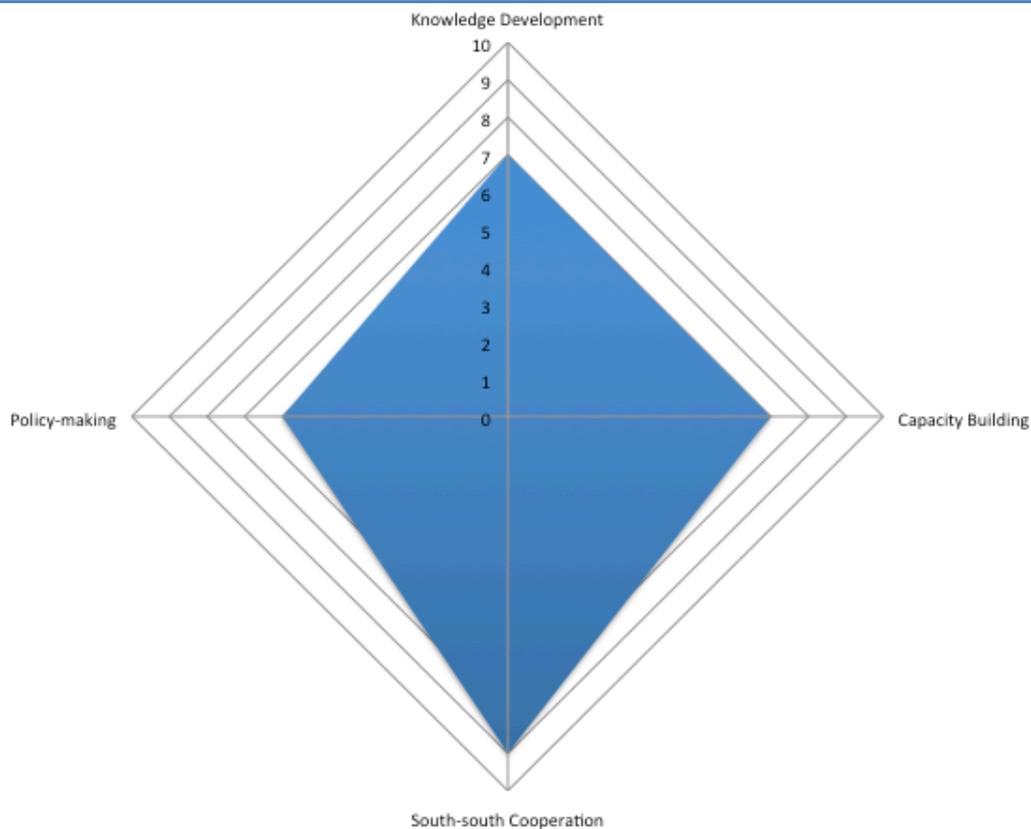


Figure 4 - Three-Country Case Study Web

Table 13 and Figure 5 present the case of the internationally oriented case study reflecting an equilibrated scoring in the four main areas of the evaluation. The research achieved ‘fully accomplished’ for Knowledge Production, South-South Cooperation and Capacity Building, and ‘partially accomplished’ in the case of Contribution to Policy-Making. These dimensions of the evaluation achieve relatively similar scoring, contrasting the other cases presented where there were clear areas of strength and weakness. Although similar to the other case studies, the Contribution to Policy-Making was limited, although recognition must be given where due as the team managed to produce a vastly comparative international study.

Table 13 - Final Assessment Grading - 600 City Case Study – See Annex VI

Objectives	Analysis by IDUS Consulting	Advice of Mentor	Evidence of Researcher	Final Grade
Knowledge Production	8	8	7	8 Fully Accomplished
Capacity Building	6	8	8	7 Fully Accomplished
South-South Cooperation	6	7	7	7 Fully Accomplished
Policy Recommendations	6	8	5	6 Partially Accomplished
Total	26	31	27	28/40 = 70%

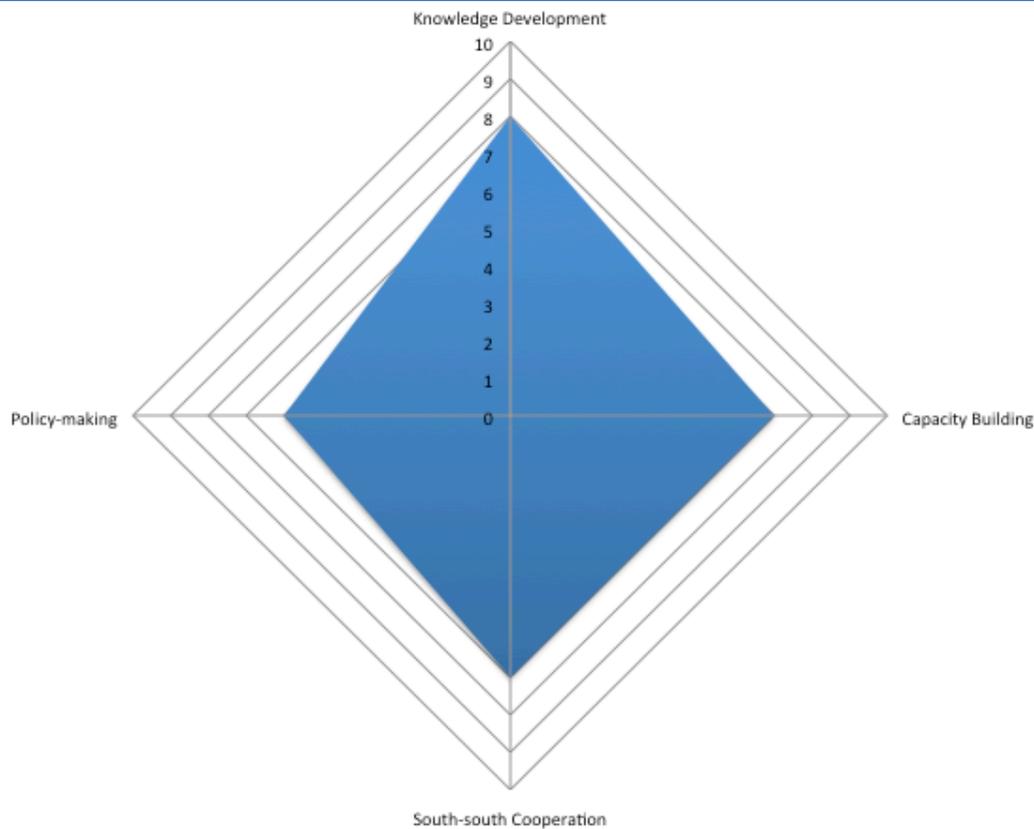


Figure 5 - 600 City Case Study

Table 14 and Figure 6 present a multi-country case study with equilibrium between the four evaluation dimensions. Knowledge Production was ‘fully accomplished’, along with South-South Cooperation and Capacity Building and Contribution to Policy-Making. The comparison between baseline and endline data reflects the fact that the team built capacities in both countries, impacting their academic institutions and creating promising international networking initiatives.

Table 14 - Final Assessment Grading - 2 Country Case Study – See Annex VI

Objectives	Analysis by IDUS Consulting	Advice of Mentor	Evidence of Researcher	Final Grade
Knowledge Production	7	7	7	7 Fully Accomplished
Capacity Building	8	7	8	8 Fully Accomplished
South-South Cooperation	9	8	8	8 Fully Accomplished
Policy Recommendations	7	6	8	7 Fully Accomplished
Total	31	28	31	30/40 = 75%

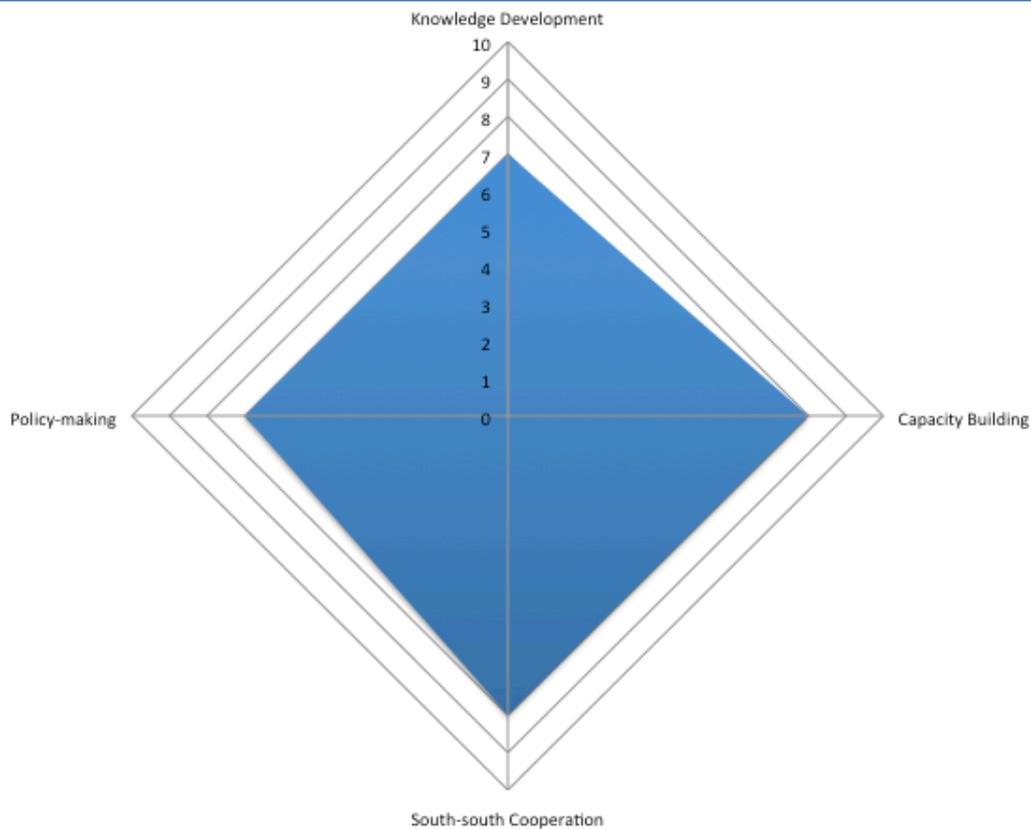


Figure 6 - Two-Country Case Study Web

The following section of the report presents a number of key findings for each objective.

Knowledge Production: The five research projects achieved high scores on Knowledge Production, ranging from seven to nine indicating the objective was fully accomplished. The projects that were developed by a single-country research teams produced research with superior inter-linkages between urbanization and development from a local perspective and, overall, their papers were better well founded and more consistent. However, they lacked the richness of analysis that stems from meaningful South-South Cooperation with other researchers and institutions.

Capacity Building: Research Capacity Building was fully accomplished by four of the teams and partially accomplished by one. Grantees have highly appreciated the grants contribution to their professional development but also provided a positive assessment of in-depth mentoring by experts in the various disciplines. Comparison of baseline and endline data shows that communication skills and research methods skills were most impacted by the grant followed by professional visibility and Policy Recommendations, whilst core knowledge and statistical analysis were the skills least impact by the grant. Statistical analysis has been assessed as with very limited change, most likely because the researchers already knew the subject before engaging in the granted research. The lack of multidisciplinary teams has been observed as one of the factors hampering Capacity Building. Also, the lack of interaction with other groups working in the same field within the same organization, in the case of academic institutions, and the same city, in other cases, has been identified as a limitation to achieve fully accomplishment in term of Capacity Building. It should be noted that organizational competences and institutional features are in need of improvement in order for future research to produce better research outputs and effectively mobilize new knowledge for public policy purposes.

South-South Cooperation: The assessment indicates that the multi-country research teams achieved scores above seven, which imply the objectives were fully accomplished. This is a remarkable achievement of the grant considering the enormous difficulties and challenges involved in setting-up sound comparative international studies through only the availability of relatively small grants. On the other hand, single-country teams achieved lower grades, accomplished or partially accomplished, as the research proposal did not incorporate international collaboration. This has been a handicap in some of the research in which South-South Cooperation was not addressed at all, apart from regular communication with their mentor. This situation limited the impact of the grant on enhancing research and policy links amongst centers of research and think tanks of Latin America and Asia. South-South Cooperation was the project objective that was awarded the lowest total grades among the five research teams.

Ability to Extract Policy Recommendations: The willingness to prepare reports with a policy focus was identified as consistent throughout the evaluation process. However, research teams have not successfully produced strong Policy Recommendations or disseminated sufficient strategic guidance for governments and policy-making organizations that could be verified through feedback from their references. Although the five teams fully or partially accomplished this goal, none have been able to successfully target policy-making institutions and make any tangible impact on policy-making contribution. Interviews with

mentors and researchers provide explanations on the importance of the feedback received by participants during the technical workshop, making researchers realize the importance of carrying out their work with a policy formulation oriented mind.

5.6. Project Evolution

IDUS Consulting conducted an analysis of research evolution by comparing the original proposal submitted by each of the research teams with the final approved papers, this data is shown in Annex III. During research projects it is typical for various dimensions of the proposal to evolve as new ideas, findings and unexpected results emerge. The analysis indicates that in most cases the research projects evolved and/or changed their hypotheses, ideas, expected outcomes and methodologies. The Brazil study was an exception to this.

6. Findings in Relation to Outcomes

This section of the report will discuss in significant detail the findings of the IDUS Consulting evaluation of the *Urbanization and Development: Delving Deeper into the Nexus* project.

6.1. Production of New Knowledge

The project focused on specific subjects with the intention to innovate in different fields of urbanization and development. The contribution to Latin America and Asia is significant as each of the topics investigated are of great importance in these regions. For example, the case of slum expansion and urbanization trends in various cities. These policy approaches and research strategies studied from both sides of the Pacific Ocean enabled researchers to engage in a fruitful discussion for the design of their research agendas. However, researchers and mentors agreed that, in some cases, the production of new knowledge was limited to a good start but was insufficient to be transferred into policy-making advice. Further research development is needed to advance efforts in the publication and dissemination of the research findings and conclusions, in addition to more precise transfer of research outputs into a format for a better Contribution to Policy-Making. The grant has functioned as a quick, 'kick-start' resource to organize ideas and carry out an initial research exercise.

In this respect, two types of research can be recognized:

1. Teams that were already investigating a subject within one country. The grant enabled the opportunity to expand their exploration into aspects of urbanization linked to local development. These teams dug deep into the nexus of specific topics like socio-territorial segregation or traffic congestion. For this group of projects, the grant was an opportunity to make their research more

accessible to the international audience. However, these projects were generally lacking a strong linkage with local academic and policy-making networks, as well as having limited relationships with other international research networks.

2. The second group includes the teams that were deliberately formed and proposed to develop a new research idea, and explore new methodologies and concepts to approach urbanization problems. For this group, the value of the grant was about creating synergies for collaborative international research, moving forward in the development of new approaches and methodologies, responding to the challenge of working in very different environments and making sense of more complex findings and outcomes. Networking with local and international research groups can be observed strongly in these teams and each shows promising opportunities to create new research lines.

During the application process, research teams were asked to submit their updated CVs. These were compared with CVs submitted prior to the grant and any additions were analyzed to assess the extent that the GDN project contributed to the professional development of the research leaders. Furthermore, Table 15 demonstrates the extent of knowledge developed by each research team by identifying the number of documents produced as a result of the grant.

Table 15 - Knowledge Production

Skill	600 City Team	2 Country Team	3 Country Team	Brazil Team	Bogota Team
Professional Experience Gains	1	3	1	1	1
Refereed Articles	6	0	0	2	0
Working Papers	10	5	4	1	1
Total	17	8	5	4	2
Rating	Very high	High	Medium	Medium	Low

6.2. Research Capacity Building

The information presented in Table 16 contains the self-evaluation data from the baseline survey compared with the information submitted by the team leaders and mentors after the GDN grant, collected via the evaluation questionnaire. The information generally indicates that the GDN grant has had a clear impact on the research skills of the research teams.

Table 16 - Self Evaluation by Project - Before and After the Grant

Project	Data	Contributor	Research Methods	Core Knowledge	Statistical Analysis	Professional Visibility	Ability to Extract Policy Recommendations	Communication Skills
Two Country Study	Baseline	Team Leader	High	High	High	High	High	High
	End Line	Team Leader	High	Very high	Very high	High	Very high	Very high
	End Line	Mentor	High	High	Low	Low	High	Low
Bogota Study	Baseline	Team Leader	Medium	Medium	High	Low	Medium	Medium
	End Line	Team Leader	Very high	Very high	Very high	High	Very high	Very high
	End Line	Mentor	High	High	Medium	Medium	Medium	High
Three Country Study	Baseline	Team Leader	Medium	High	Low	Medium	Low	Medium
	End Line	Team Leader	High	High	Low	Medium	High	High
	End Line	Mentor	High	High	N/A	N/A	Medium	N/A
Brazil Study	Baseline	Team Leader	Very high	Very high	Very high	Medium	High	High
	End Line	Team Leader	Very high	Very high	Very high	High	High	High
	End Line	Mentor	High	Medium	Very high	N/A	Low	N/A
600 City Study	Baseline	Team Leader	Very high	High	Very high	Medium	High	Medium
	End Line	Team Leader	High	High	High	Medium	High	Medium
	End Line	Mentor	Very high	High	Very high	Very high	High	High

Table 17 indicates the change of the assessment ratings from low and medium to high and very high. The table numbers represent the total change in the level of research skills from before and after the grant by comparing baseline and endline data. The following figures show the information graphically in order to better show the evolution of skills as a result of the GDN grant. Communication and research methods skills were most impacted by the grant, followed by professional visibility and Policy Recommendations, whilst core knowledge and statistical analysis were the skills least impact by the grant.

Table 17 - Self Evaluation by Skill - Before and After the Grant

Skill	Very High		High		Medium		Low					
	Baseline	End line	Baseline	End line	Baseline	End line	Baseline	End line				
Research Methods	40	-10 ⁵	30	20	+50	70	40	-40	0	0	0	0
Core Knowledge	20	+10	30	60	0	60	20	-10	10	0	0	0
Statistical Analysis	40	+15.6	55.6	40	-28.9	11.1	0	+11.1	11.1	20	+2.2	22.2
Professional Visibility	0	+12.5	12.5	20	+17.5	37.5	60	-22.5	37.5	20	-7.5	12.5
Policy Recommendations	0	+20	20	60	-10	50	20	0	20	20	-10	10
Communication Skills	0	+25	25	20	+30	50	60	-37.5	22.5	0	+12.5	12.5

Figure 7 indicates that the research methods skill was rated at medium and very high with a small portion identified as high according to baseline data. However, after the grant, most ratings moved toward high representing a majority. Ratings of very high reduced marginally, likely due to the higher level of accuracy of endline data.

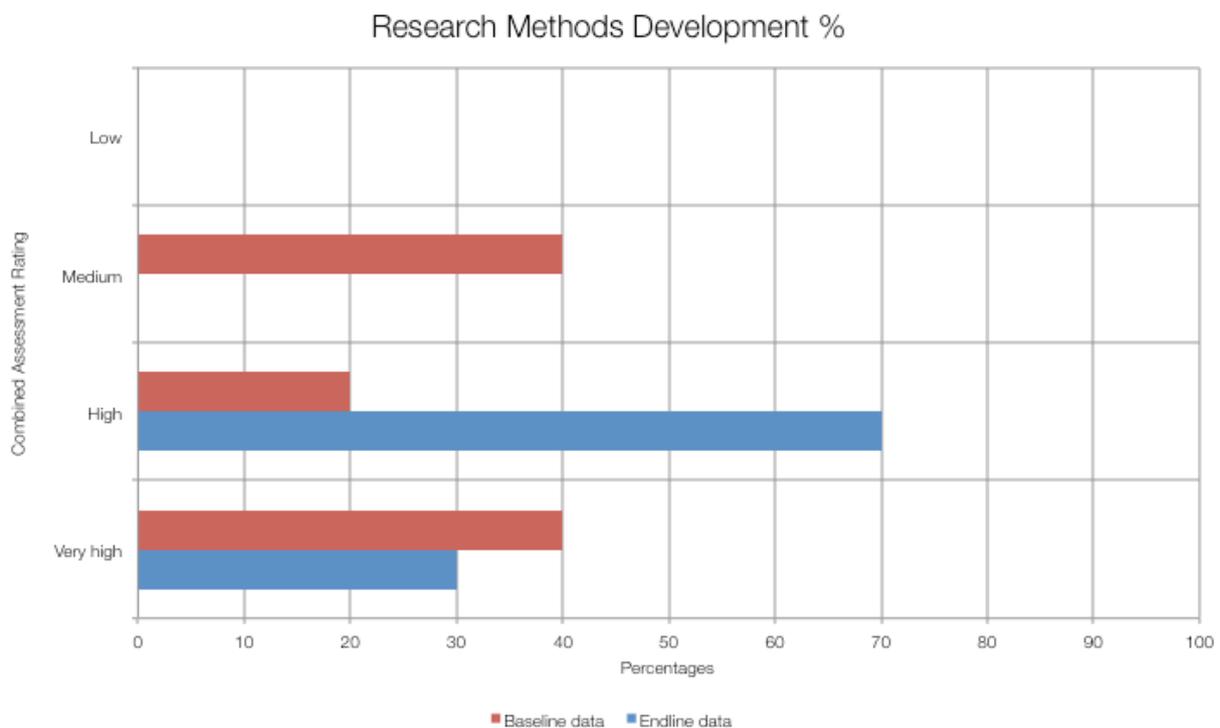


Figure 7 - Research Methods Self Evaluation Comparison

5 Percentage of change measured in positive (blue) and negative (red) terms.

Figure 8 concludes that core Knowledge Production increased only marginally as a result of the grant, as shown by a small decrease in medium assessment and a small increase in very high assessment.

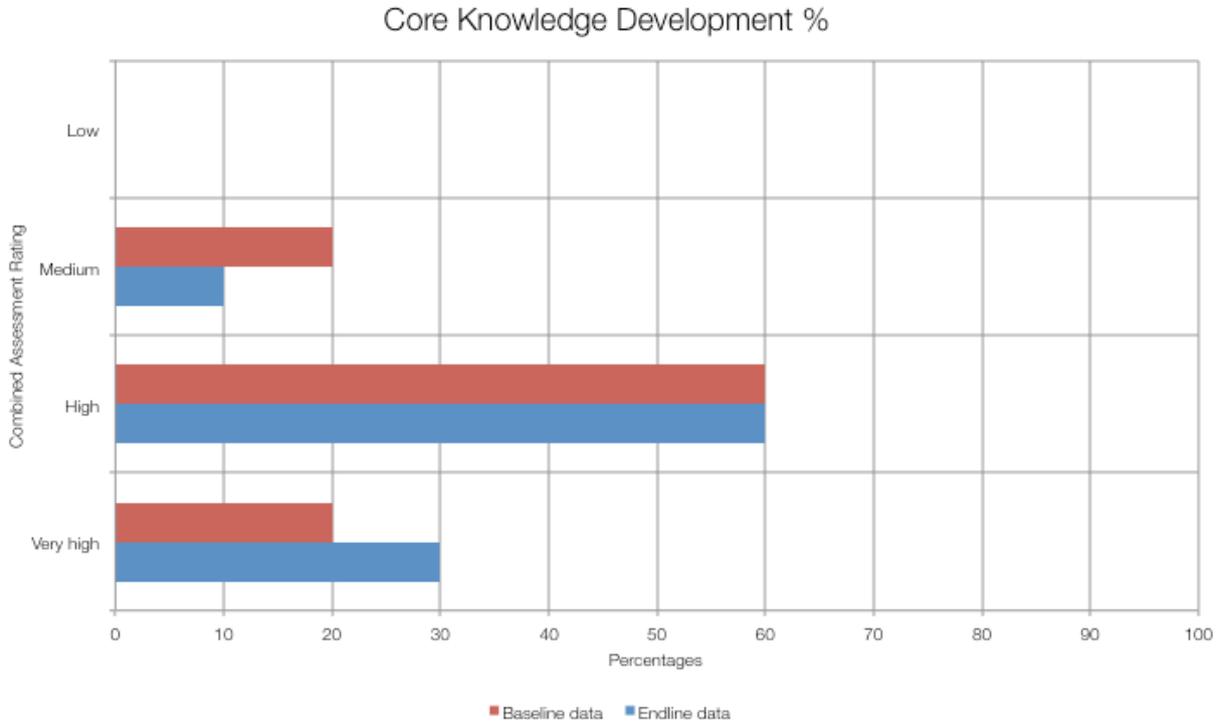


Figure 8 - Core Knowledge Self Evaluation Comparison

Figure 9 highlights that statistical analysis shows an increase in low and medium skill, a significant decrease in high assessment and a relatively significant increase in very high assessment. Ultimately, this is the result of slightly more accurate endline data compiled from both mentor and researcher input. The results indicate that only a few of the projects improved their statistical analysis capacity as a result of the grant.

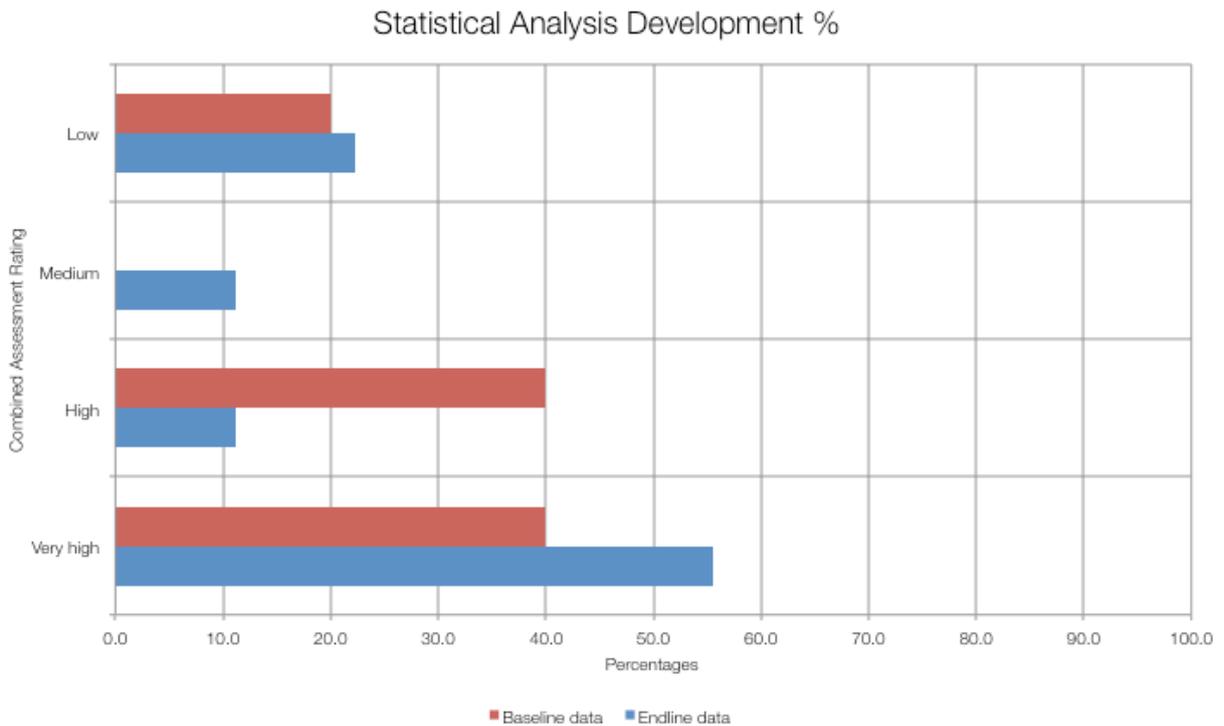


Figure 9 - Statistical Analysis Self Evaluation Comparison

Figure 10 highlights the development of one of the skills that was assessed the lowest in baseline data, professional visibility. The evaluation indicates that professional visibility has been significantly improved as a result of the grant.

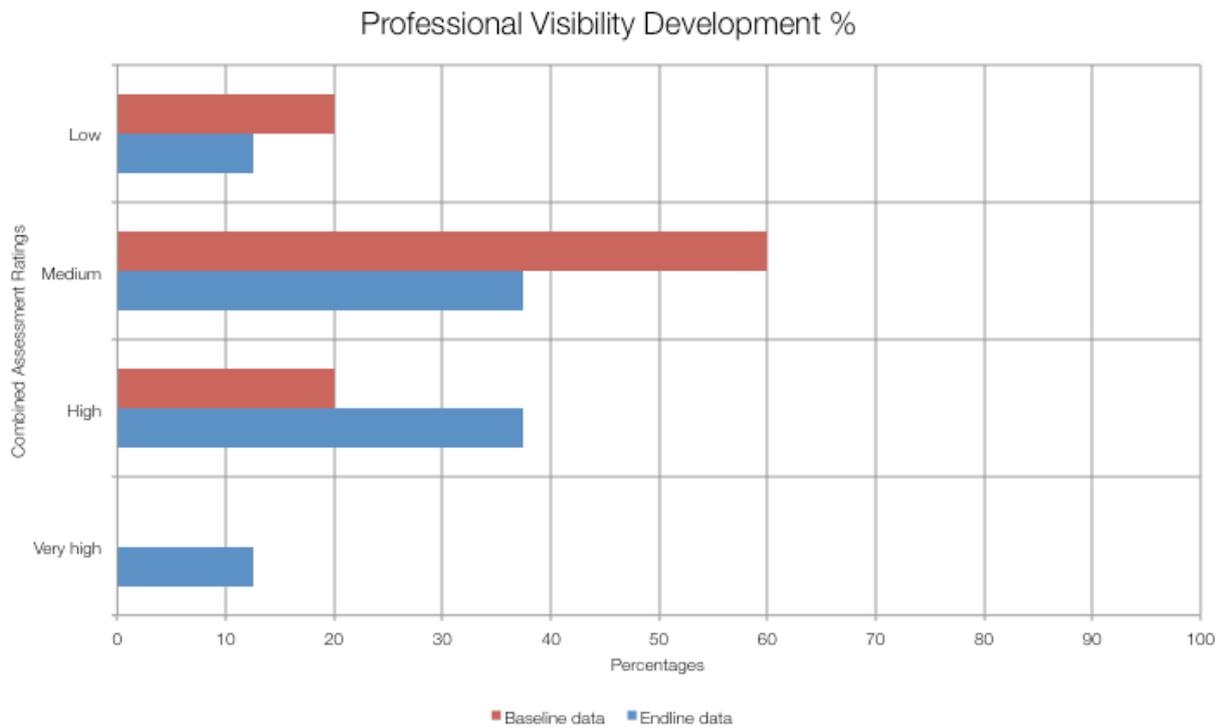


Figure 10 - Professional Visibility Self Evaluation Comparison

Figure 11 identifies that the Ability to Extract Policy Recommendations has been impacted by the GDN grant to a moderate extent. This is shown by an increase in very high assessment and a reduction in low assessment.

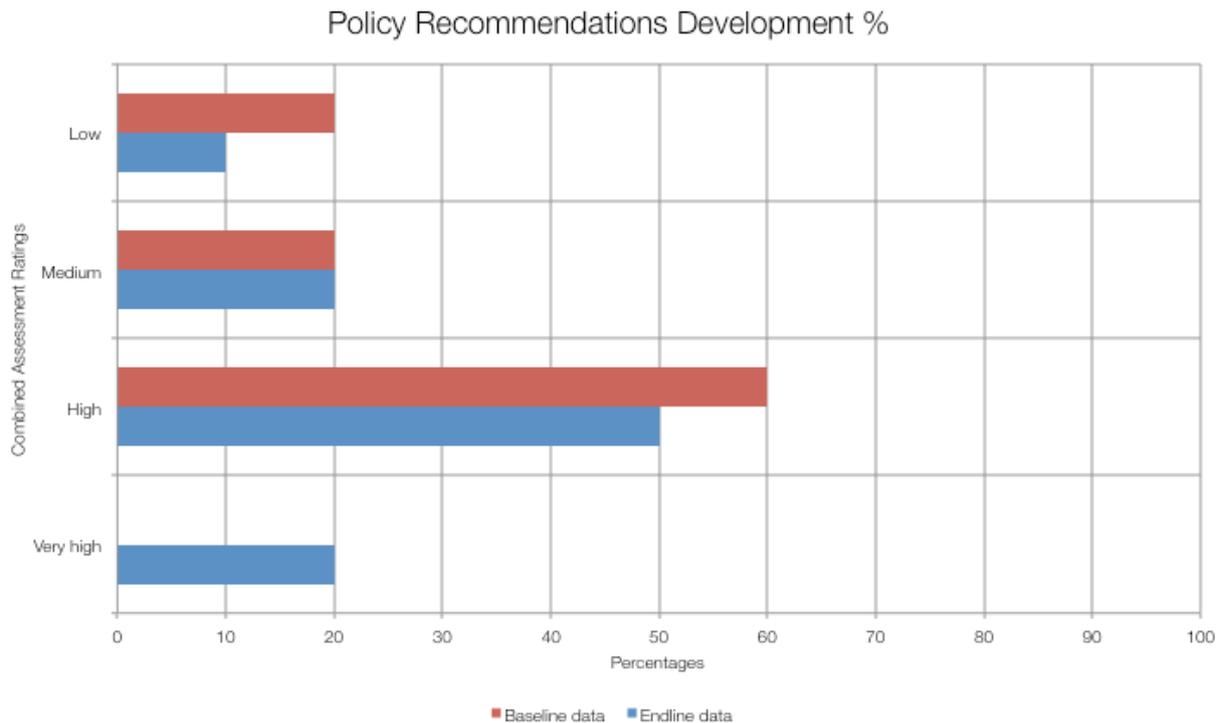


Figure 11 – Ability to Extract Policy Recommendations Self Evaluation Comparison

Figure 12 indicates that communication skills (despite showing a small increase in low assessment) has been increased to a significantly higher level as a result of the GDN grant. This is shown by a significant reduction in medium rating and an increase in high and very high assessments.

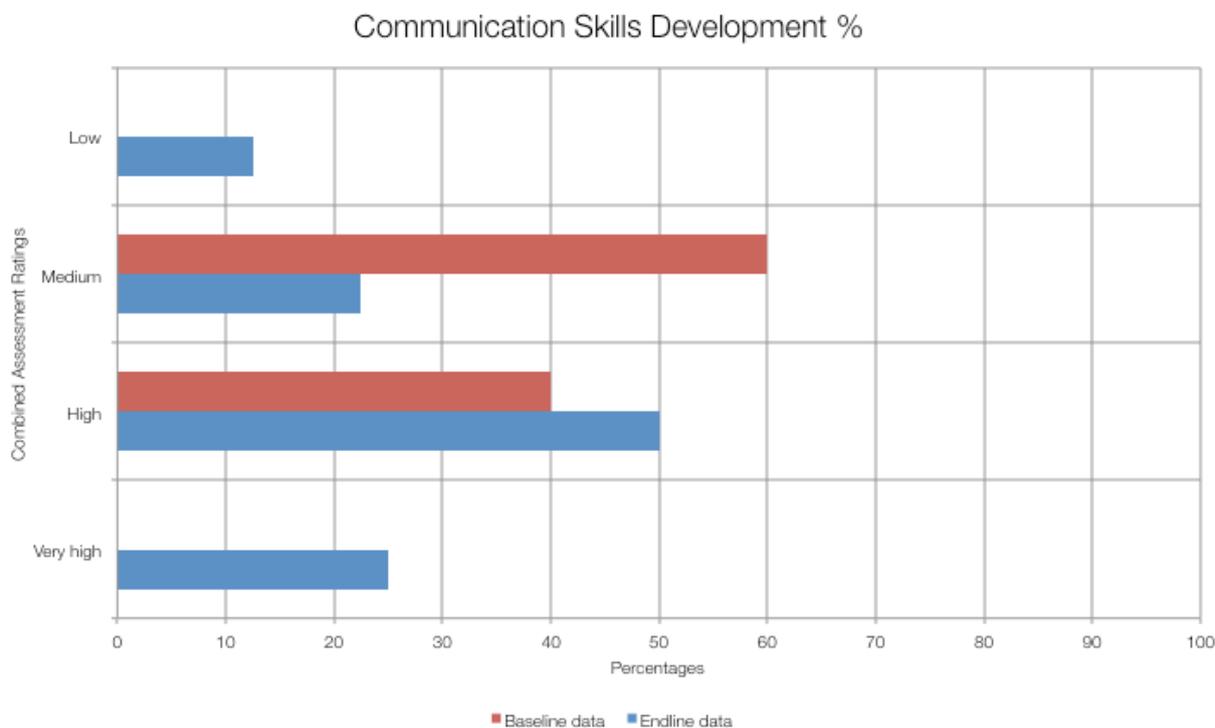


Figure 12 - Communication Skills Self Evaluation Comparison

Regarding the contribution of research Capacity Building, mentoring has been assessed by team leaders as the activity that contributed the most. Out of five, three researchers identified that the support provided by mentoring was very high while the other two classified it as high. Furthermore, the quality and frequency of mentoring were qualified as high or very high in all five cases. The technical workshop held in Rio de Janeiro was high appreciated by the research team members. The support provided by this activity was assessed as high or very high. Additionally, the quality of input received during the workshop was assessed as very high for three of the respondents and high by the other two. The project component that showed a greater variety of answers was funding for the implementation of research and other costs. Out of five answers, two researchers assessed the quality of funding as very high, one as high, one as medium and the last as low. This result is consistent with the research leaders opinions expressed during the Skype interviews. Some indicated that, during the development of the research, they realized that the monetary grant was not enough to carry out some planned activities.

6.2.1. Research Dynamics that Influenced Capacity Building

Teams that were already investigating their subject in their own country tended to go deeper into their analysis and had better refined conclusions compared to those teams operating in more than one country and with research members from different cultural backgrounds. Capacity Building is observed in terms of enabling certain researchers, individually and as a team, plus institutions to incorporate new tools and methodology for more precise, accurate and credible research. The grant encourages researchers to be more disciplined and rigorous in their analysis under the guidance of a mentor. The role of the mentor was critical for the research teams that worked across different countries. The mentors provided specific guidance in the subject and methodology used to orientate the research. On the other hand, mentors that guided teams operating in a single country adopted a role that was mostly to act as validators of the capabilities and findings reached by the team. The mentor of the three-country study expressed this clearly during the interview stage of the evaluation. The composition of research teams was also a relevant aspect for Capacity Building, particularly for multiple country research teams, which were composed of a diverse range of disciplines such as economists, sociologists, medical researches and architects. While some of the mentors encouraged more multidisciplinary studies, particularly encouraging expansion from a purely economic analysis, other mentors encouraged more multidisciplinary teams to focus on simplicity. These more diverse teams expressed a strong analysis with their research by carrying out studies that focused on urbanization and local development problems with a policy focus and generating innovative data and findings.

From an institutional perspective, the impact of the grant on Capacity Building was dominated by think tanks and universities. However, each was limited in their ability to influence policy-making institutions; this was one of the major challenges observed and is, historically, a handicap of the academic community in Latin America and Asia. From the perspective of human resource development, it was observed that the grant enabled opportunities to enhance research capabilities by introducing concepts and methodologies that contributed to the improvement the research team's professional profile; teams have subsequently become more involved in relevant roles of academia and consultancy. The comparison of CVs before and after the GDN grant provided evidence that, in some cases, researchers achieved further professional and academic engagement as a result of the research carried out with GDN or, at least, continued to investigate the same subject.

6.3. South-South Cooperation

Regarding South-South cooperation and peer learning opportunities, IDUS Consulting observed significant differences among the case studies. 'Full cooperation' corresponds to the case of multi-country research teams. These teams were associated with a clear research goal whose results successfully shed light on some relevant solutions to urbanization problems. This was the case for both the two and three country case studies, in which health and urban morphology were targeted as key factors respectively, and this was utilized by each to explain the cause of urban problems. 'Partial cooperation' refers to teams working in one country; this is the case of the Brazil and the Bogota case studies, where a universal subject, for example,

traffic congestion and urban segregation was analyzed within the context of a single city. In comparison, this research type contributed significant inputs to an understanding of alternatives to fixing urbanization problems. Finally a “mixed” cooperation team comprised of members from different nationalities, shared databases and developed methodologies. The 600 City Case Study contributed new interpretations of the analyzed subjects, creating opportunities for cooperation among different regions on the topic of urban regulations and their impact on urban development. Comparing baseline and endline data results it should be noted that, although most of the research team leaders were already participating in some international networks before getting the grant, the grant facilitated their access to different, specialized international networks and specific groups. Their further connection with international research activities can also be observed when comparing the CVs of the research team leaders.

6.4. Contribution to Policy-Making

The research projected called for outcomes to contribute to policy-making, however, this was not always evident in the research projects. Contact with policy-making institutions was the exception, not the rule. The researchers and mentors did not give any concrete feedback provided by practitioners and even the references provided by people that allegedly knew the research, tended to express a complete ignorance of the research when contacted by IDUS Consulting. In this case, it is difficult to determine if this situation occurred due to lack of time to approach policy-making institutions and open a constructive dialogue, or if the design of the research did not consider this objective in the first place.

7. Innovation and Lessons Learned

7.1. Contribution to Knowledge Production

The GDN project is a great way to gather researchers in the field of the cross cutting issue of urbanization and local development constitutes to move towards findings new ways to address urbanization and development problems. However, the evaluation identifies that there was a clear dominance of economists for each of the different multidisciplinary teams, occasionally, the economists were complemented by other disciplines including Health, Urban-planning and Architecture.

Responses can be recognized in two groups:

- a) Those using the grant to continue researching in the same field, in these cases, baseline and endline data, plus comparison of the CVs of the research team members before and after receiving the grant do not reflect significant improvements.
- b) Those facing new challenges to develop unique approaches based on accumulated experience, in these cases, comparison of baseline and endline data, plus comparison of CVs reflected a significant impact as result of the grant. A lesson learnt highlights the importance of groups that integrated diverse individuals and institutions with a multidisciplinary approach to encourage development of new knowledge instead of practicing research with the traditional isolated approach. The grant created a valid incentive to encourage researchers from different fields, institutions and countries to work together towards a common goal.

7.2. Capacity Building

The research contributed to individual careers and teamwork in all cases. However, significant differences have been observed in team composition including the presence of foreigners and professionals from different disciplines. These teams generally faced communication and methodological problems, however, comparing baseline and endline data reflected an in depth process of the building capacities of the participants and their associated institutions. The research encompassed four types of institutions: universities, think tanks, international organizations and NGOs. The impact of the grant depended on whether research teams and their institutions belonged to one of these groups. The evaluation identifies that there are research projects comprised of collaborative teams and teams that are working in isolation. Some of the key questions presented by researchers are related to the need to purchase more data. It is clear from these responses that teams agree that more quality data and more time for dissemination would enhance their research. In general, the researchers have made plans to disseminate their research findings in recognized international publications, however, overlapping with other activities and lack of support has created a barrier to achieving this goal.

7.3. South-South Cooperation

Only two teams faced the challenge of conducting collaborative research in two or more countries while the rest carried out their work in the more controlled environment of their own countries and institutions. The workshop carried out in Rio de Janeiro was highly appreciated in all cases was a successful strategic move to facilitate dialogue among researchers. A typical issue observed by the evaluation is the role of the research leader and the dependence on his/her knowledge of management, multidisciplinary studies and openness to understand and follow the mentors' advice. Ultimately, lacking this could lead to isolation and poorly executed methodology and associated outcomes. The mentor relationship tended to be concentrated in the research leader, although in some cases included the rest of the team. One lesson learned is that the challenging problems faced by international and multidisciplinary studies have the potential impact on the quality of the research.

7.4. Policy-making

Policy-making constitutes the most innovative dimension of the project. However, it is also one of the major deficits in most of the research studies. Although the evaluation included the consultation of references for each project, in most cases, the references excused themselves by claiming to have zero, or very limited knowledge of the research. This is possibly due to limited opportunity for research teams to disseminate their results to relevant policy-making institutions. A lesson learned is to incorporate specific components or even funding to better connect with policy-making individuals and institutions and work collaboratively to share results of the research.

8. Case Studies

The five study cases evaluated have been classified in three main typologies: South-South research collaboration, focused on single city research and international orientated research

8.1. South-South Research Collaboration

The research teams spread across two or more countries between Latin America and Asia were created to carry out completely new research methodologies designed and developed with international collaboration as a core dimension. The findings tended to be weaker as they generally constituted initial, but innovative steps in the research process. These studies demand further investigation efforts to become more conclusive. However, this type of research is highly promising in terms of Capacity Building as it leads the process of investigation in two countries by building up teams with a lot of interaction and synergies throughout the project.

The presented research ranks highly in terms of Knowledge Production, including findings and attendance to conferences. Researchers have utilized English and their local languages, Spanish, Portuguese, Nepalese and Vietnamese to communicate, indicating the strong roots that these projects have with their countries. In respect to Capacity Building, both projects were carried out at universities; this indicates the profile of their academic career. Additionally, team members took the grant as an opportunity to build up new research teams and collaborate with others around the globe. In both cases, a very exhaustive work process was carried out with a lot of data collection and teams utilized questionnaires and interviews to generate new data. Delays in the research and problems have been mostly identified as difficulties obtaining and processing data. In both cases, it is recommended that funding for the purchase of data in future projects will help improve the quality of the research. While one of the teams utilized econometric models to estimate sociological information, for example, willingness to pay, the other utilized mapping and graphic information to validate their hypothesis to explain urbanization processes in relation to urban morphology. Both cases can be identified as having a significant impact on professional development, particularly for the development of research capacity. Furthermore, the grant helped to develop research-orientated support for policy-making, despite the fact that it is recognized and identified by the mentors, in the findings and actual translation for inputs that are relevant to policy-making, that there is a long road ahead. Significant problems and challenges in leading south-south teams were identified as the main problems faced by the principal researchers. Most groups expressed that their main problems involved delays in obtaining and processing data. Both teams communicated their appreciation for learning new techniques to generate data and to utilize it more efficiently for policy-making purposes. Overall, the two teams seem to have overcome many difficulties and managed to successfully move forward in the development of the research. In both cases, the role of the mentor was critical in guiding and providing significant inputs.

8.2. Focused on Single City Research

Two of the studies explored the inter-linkages between urbanization and development with an already consolidated research team, based in one city. This type of study was supported by a team leader who had enough experience to carry out research in the subject and used the grant as a way to explore specific issues in an already known area. The findings in this type of research tended to be very concise and had a higher potential to provide relevant inputs for policy-making as each contained a more in-depth analysis of issues. However, this type of research is not convincing in terms of Capacity Building as it is essentially carried out by pre-existing teams and skills are very limited in terms of South-South Cooperation. Even though the team could be exposed to interactions with other researchers and specialists at international conferences; capacity development was generally limited to individuals. Furthermore, the research institutions did obtain significant Capacity Building as a result of the grant when compared to multi-country research projects.

Both projects have produced very specific new knowledge due to having an in-depth understanding of policy challenges and exploring possible responses in detail. However, in the case of the Brazil study, the research was carried out at a University, and in the case of the Bogota Study, the project was carried out in the context of a think tank. This differentiation marks two major profiles; although both are mainly academic, the second one has relatively more potential to influence and reach policy-makers. In terms of Knowledge Production, findings are very promising in both cases, but attendance to conferences tends to be minimal and there was limited dissemination through written materials.

In terms of Capacity Building, the differentiation between the two teams helped to understand the impact of the grant for the university. Unfortunately there was a limited impact in terms of networking or involvement of other groups, even within the single institutions. However, as the team worked in only one city, there were few problems and research challenges as compared to the other projects. These teams worked with secondary data collected by third parties and, for this reason, did not recommend purchasing new data. Of course, South-South Cooperation in these cases only exists in terms of academic exchange with other groups locally. The potential to transfer findings to research and policy-making institutions in both cases is higher, however, there has been limited dissemination. It may be a lack of time or that the nature of both institutions involved, university and think tank, have limited motivation to make significant contributions to policy-making. The relationship with the mentor in both cases was very different. In the case of the Bogota study, the team seemed to have received empowerment and validation from the mentor, but limited in-depth discussion about concepts and methodologies. On the other hand, the Brazil study seems to have engaged in deep discussion with the mentor who contributed to the introduction of concepts and techniques that were not initially considered by the team.

8.3. International Orientated Research

This study was characterized as targeting global subjects using available databases developed by international organizations. Findings tended to be very attractive in terms of data management, but lacked a strong hypothesis and clear ideas about how such data could lead the development of new knowledge. In

terms of Capacity Building, the creation of an international research team operating in different countries opened an important window of opportunity to understand urbanization challenges from a different angle. However, the applicability of the research outcomes with public policy tended to be weak as the research was essentially designed to target international organizations, thus, not contributing at a local level with any specific Policy Recommendations.

This research presents significant findings, with conference attendance and dissemination of written material. Language is strictly English as they target an international audience almost exclusively. The research functions mostly on secondary data, although the importance to obtain additional data was expressed during the interview stage of the evaluation. Capacity Building can be interpreted in terms of linking individuals who are living in different countries and working on global issues like urbanization and regulation, but there is little consideration of local characteristics. Professional development is relevant, reflected in the researchers CVs and indicates career progress after the GDN grant. However, such progress is strictly internationally orientated and with limited contextualization to local institutions. As in the other cases, there were no registered changes in the composition of the team. South-South Cooperation can be interpreted also in terms of the interaction between individuals in different countries, but without a clear and specific institutional linkage. Applicability to policy-making was generally related to international agencies; although researchers mentioned some discussion with local authorities, there was limited evidence of concrete positive feedback received. Significant areas of achievements are: large scale data collection and data creation through spatial analysis, and statistical analysis of a challenging new topic. The relationship with the mentor has been appreciated as a provider of very useful feedback and facilitator for better structuring the paper.

9. Conclusions and Summary of Recommendations

9.1. Funding

In general, evaluation data suggested that funding was sufficient. However, in several cases the necessity to purchase data was mentioned and it was observed that the component of dissemination was neglected. A recommendation is to split the grant into parts and transfer sections once certain project stages have been completed in order to keep some portion for the crucial stages of dissemination and for the purchase of data. Additionally, it is recommended that the grant reserve a portion to be used for the facilitation of dialogue between researchers and policy-making institutions; this could be part of the dissemination process or set up separately as a workshop.

Furthermore, the logistic and funding challenges faced while working in parallel with teams in different continents were mentioned in interviews with researchers and mentors. This situation seems to require specific funding, not necessarily the same as the case studies carried out in only one city with one team.

Figures 13 to 16 indicate that the majority of the grant was utilized to finance the cost of human resources, the purchase of information and data processing. Unfortunately, the financial information for the Bogota Case Study was unavailable.

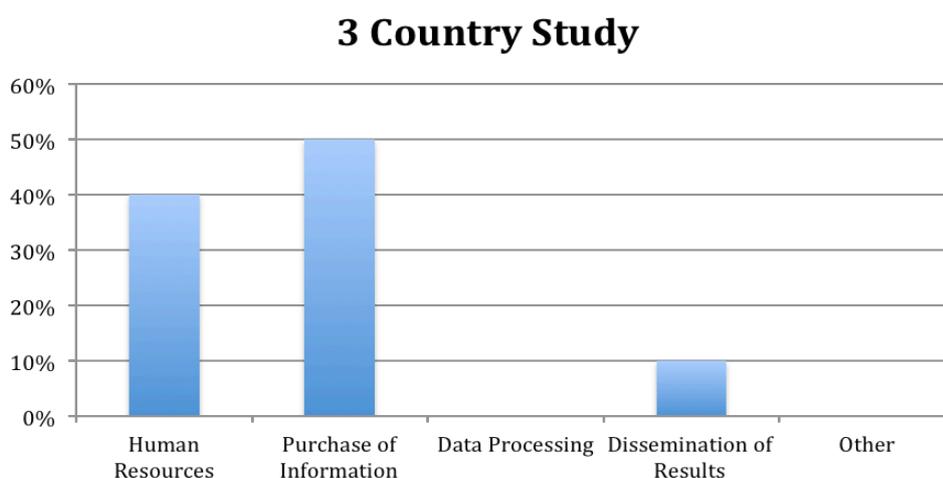


Figure 13 – 3 Country Case Study Grant Expenditure Chart

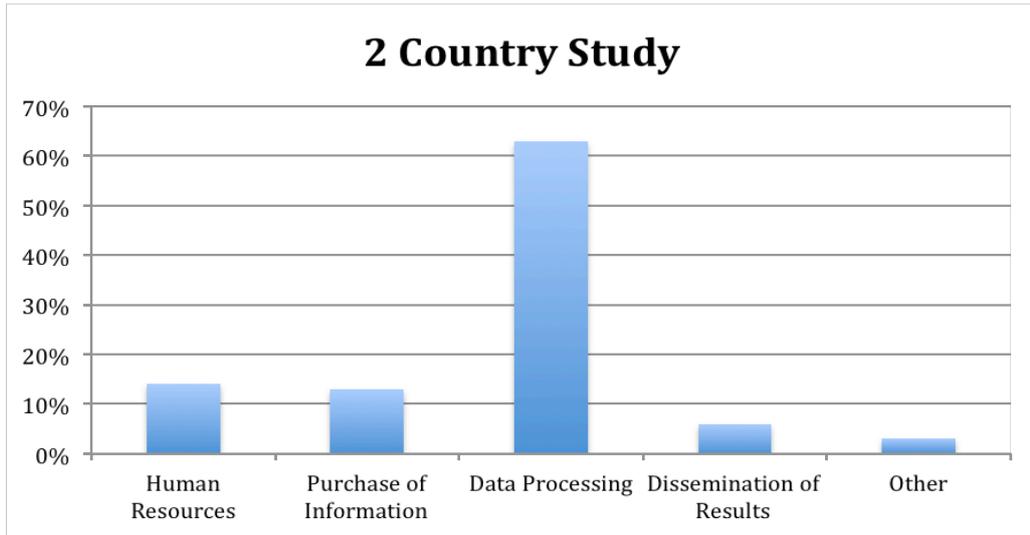


Figure 14 – 2 Country Case Study Grant Expenditure Chart

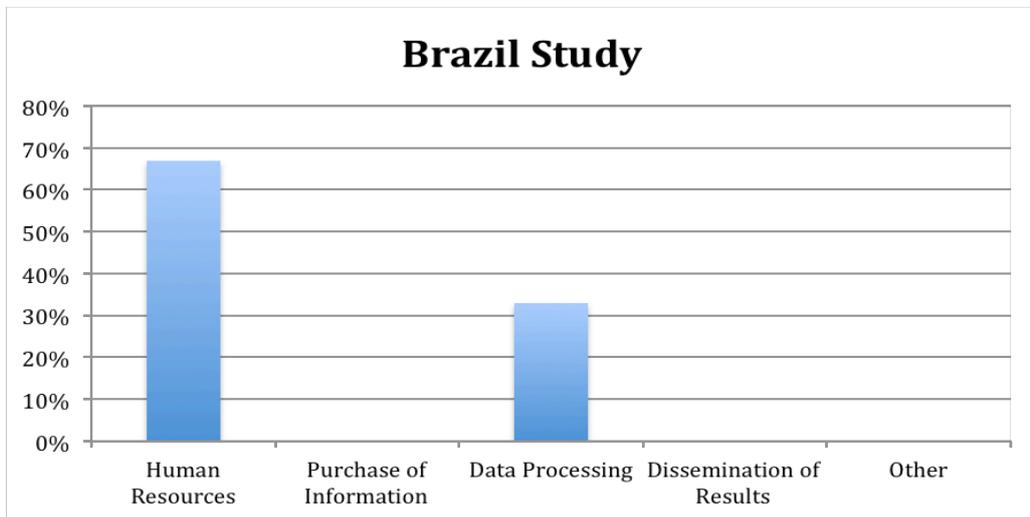


Figure 15 - Brazil Case Study Grant Expenditure Chart

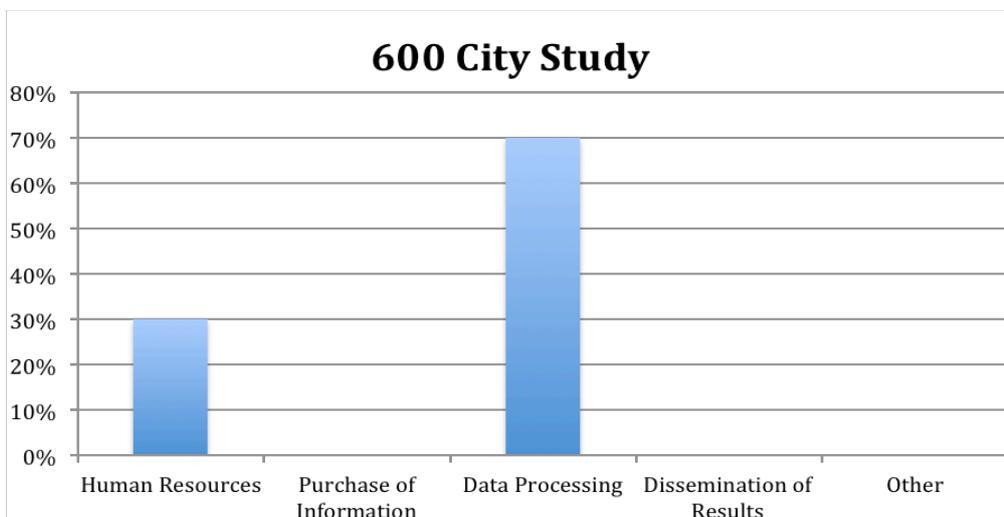


Figure 16 - 600 City Case Study Grant Expenditure Chart

9.2. Timing

Generally, researchers and mentors agreed that extending the time period would have helped to enhance the quality of the research and its dissemination. In particular, it was mentioned that delays in obtaining and processing data led to unrealistic research timeframe expectations. This resulted in the teams omitting important components of dissemination and proper extraction of Policy Recommendations. Additionally, researchers pointed out that the gap between research designs and the introduction of mentor engagement has affected the research by limiting the mentors input for the crucial early stages of the project.

9.3. Workshop

Capacity Building is a key objective for this project. The workshop was universally acknowledged as positive. However, some of the mentors and research teams did not participate, which limited the impact. It is recommended that a first workshop be held to launch the grant, helping researchers familiarize themselves with each other, their mentors, and other research proposals. A second workshop would be ideal to close the activities, to tie up loose ends and to give researchers a chance to learn the experiences of the other teams. The dissemination process could begin with a collaborative effort between teams and mentors exchanging their ideas.

9.4. Mentoring

It was mentioned several times that mentors arrived late in the process and this affected their ability to influence the research development. In some cases, mentors assumed a role to solely promote and validate, without sufficient influence on the quality of the research. The role of the mentor was also highly appreciated as a gateway for international networking, although, this was not always achieved. It is recommended that mentors play a larger role in the research design to better facilitate international networking. IDUS Consulting expects that this could further the objective of South-South Cooperation, an area that has been limited in some of projects.

9.5. Challenges

Regarding major problems faced by the projects, there was a consistent delay for participants in obtaining data and beginning work, especially in the case of multi-country projects. These teams also experienced difficulties collecting and comparing data from different cities and countries. The support provided by the grant to enhance communication skills and research methods skills was universally appreciated. However, it could be beneficial for the grant to offer a professional quality assurance service for the paper so to save time for the mentor to focus on technical issues and content enhancement.

*External Evaluation of - Urbanization and External
Evaluation of - Urbanization and Development: Delving
Deeper into the Nexus. Francophone component*

Prepared for: Global Development Network

Date: 19th December 2013

Prepared by: IDUS Consulting. September to December 2013

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Abstract:

This report expresses an external evaluation of five international capacity building projects from Asia and Latin America. Utilising a Methodology developed in collaboration with Global Development Network (GDN), by analysing each of the papers, communication with mentors, key stakeholders and research team members, this report will assess each of the papers on how effectively they have succeeded in meeting the initial objectives of the grant.

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1.1. Abbreviations/acronyms

GDN – Global Development Network

IDB – Inter-American Development Bank

NGO – Non Government Organization

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Beneficiaries who participate in an interview and respond the questionnaires

Valerie Ongolo Zogo (Principal Investigator)

Boniface Ngah. Epo (Team Member)

Susan Parnell (Mentor)

About IDUS Consulting

IDUS consulting is comprised of a team of three, based in Buenos Aires, Argentina. The experience and capabilities of the team are directly related to the field of urbanization and development in the global south. Together, IDUS consulting combines a diverse range of urbanization and development skills and experience from around the globe. The team is comprised of a Professor of Urban and Regional Planning from the University of Buenos Aires, a Masters in Urban and Regional Planning student from the University of Buenos Aires and an undergraduate of urban and regional planning student from Curtin University in Western Australia. In addition to academic qualifications and research experience, each of the team members of IDUS consulting possess a wide range of work experience from the various facets of Urbanization and development research in the global south.

2. About the GDN Project

The Global Research Project, *Urbanization and Development: Delving Deeper into the Nexus* Francophone African Component, provides one grant to support comparative and systematic research into Francophone Africa. The aim is to address fundamental issues on urbanization and development and offer the opportunity for researchers from this region to engage in meaningful academic collaborations in a globally interconnected way. The project aims to provide specific recommendations and strategic guidance for governments and development agencies regarding urbanization issues (thus paying particular attention to the so-called 'enabling policy environment' in the area of urbanization).

3. Executive Summary

The evaluation has been carried out on the paper "*Suburbanization and Inequality in Transport Mobility in Yaoundé (Cameroon): Drawing Public Policy for African Cities*" by out taking into account to what extent the project has met a number of objectives, specifically set out by GDN; knowledge production, capacity building, south-south cooperation and contribution to policy-making. Furthermore, the evaluation breaks the objectives of the grant down in order to identify specific successes and failures, how efficient the grant was utilized and what lessons can be learnt from the entire process including the selection of grantees, handling research problems and supporting the outreach phase of the project.

The objective of knowledge production was partially achieved; the research team has produced knowledge completely new and relevant in the Cameroon context. Though it is consistent in terms of linking up mobility and urban development trends that influence segregation patterns the paper unfortunately, lacks proper academic dissemination. Overall, this paper is a great success as it successfully investigates inequalities of urbanization and transport and provides critical insights for addressing the deficit of adequate public policies in Francophone Africa. Although dissemination of this knowledge has been limited thus far, there are already initiatives to publish the work in relevant international and local publications that will see this objective fully achieved in the future.

In terms of capacity building, it was determined that the objective was fully achieved as the grant has lead to improvements for the quality of the research in terms of research methodology and professional visibility. In addition, the team successfully organized out a workshop in Yaounde with the presence of researchers and policy-making representatives and successfully disseminated the research findings and implications to key stakeholders. This could result in a crucial contribution to empower the research institution (university) to play a major role in providing technical support to policy-making scenarios in the future. Furthermore, capacity building was achieved further because the research team obtained the data from the decentralization committee who obtained it via the local government and as a result of the grant, the university has been able to process and interpret this data, empowering this research exercise and supporting public policy formulation. Finally, the evidence gather during this evaluation indicates that the research team has been empowered to significantly improve the quality of their work. They have developed sound communication skills, professional visibility and a strong ability to extract policy recommendations from research.

In terms of south-south cooperation, the evaluation indicates that this objective has not been accomplished. Although the research team engaged with practitioners in the local setting, they failed to engage other researchers from Cameroon, other francophone African countries and other international researchers, with the exception of the mentor. A major recommendation from this evaluation is to pay more attention to the component of cooperation with other academic groups in order to build peer-learning opportunities. Regarding the goal of contributing to policy-making, it has been assessed as an

outstanding accomplishment in this case. The research team achieved a significant milestone by producing relevant knowledge to review current public policies in Yaounde. Additionally, the team has already begun transferring that knowledge in the format of an interactive workshop, congregating researchers and practitioners. However, further efforts are needed in terms of polishing data and formatting recommendations in a more concise way and more adequately prepare the research for policy-makers and the international audience.

Regarding the contribution of the different components to the overall objectives, the relevance that the research team assign to the technical workshop carried out in Yaounde must be pointed out, as well as the support received from the mentor. Although adequate networking has been not been achieved to a satisfactory extent, many recommendations from the mentors and researchers have contributed clues on to achieve that goal. In terms of value for money, IDUS consulting debates the fact that the research team feels that the funding of research equipment will contribute to capacity building, taking into account the growing involvement of the research institution in researching with a policy-making focus. Additionally, This paper reports discussion on the purchase of data and hiring of consultants to carry out specific work. Finally, the report includes recommendations to enhance efficiency of the grant in future and considers on how to expand its impact.

4. The Evaluation Approach

The evaluation has been structured in four sections. The first section aims to measure the projects achievement meeting a number of objectives; knowledge production, capacity building (including professional development and learning of new techniques and methodologies), South-south cooperation (including outreach and connectivity) and contribution to policy-making (continuing the professional engagement of the grantees through networks participating in research related to urbanization and local development). Secondly, the evaluation seeks to identify the contribution of the different project components (grant, mentoring, project management, technical workshops, networking) to overall project objectives. Third, the evaluation assesses to what extent value for money has been achieved in the implementation of project activities and whether the impact of money spent under the project has been maximized. Finally, the evaluation focuses in the formulation of the project, selection of the grantees, the research phase and outreach phase, including consideration of unexpected results and missed opportunities.

The first section of the evaluation considers to what extent the four objectives of grant have been achieved. For knowledge production, the relevance of this objective has been considered with consideration of the particular context where the project was produced. Capacity building has been assessed considering human resource development, for example, when researchers have developed new concepts and techniques and as a result, their own professional development has been improved as well as the capabilities of their local institutions. South-South cooperation is measured by considering to what extent teams have created linkages with other researchers and networks in the same field within the country and more importantly, with other countries, especially from the African Francophone region. Finally, contribution to policy-making explores to what extent the research findings could influence and/or are relevant to support public policy reforms that could be used to address key urbanization and development challenges.

The second section discusses the contribution of different components of the project by taking into account the characteristics of the African francophone countries, and more specifically, Cameroon, where the case study of the grant was carried out. The third chapter explores the issue of efficiency, i.e. value for money, analyzing how the grant was spent and what this implies in terms of maximizing the impact of the grant. The fourth chapter discusses the different project phases, from the formulation,

the selection of the grantees, the problems faced during the research phases and the outreach phase seeking to identify lessons learnt that could help to GDN to self evaluate how it has positioned itself in order to contribute to the building of research with a policy focus in the global south with an urbanization and local development context.

In order to complete these four evaluation chapters, the approach analyzes the four basic objectives from three perspectives:

1. Academic - the findings of the research itself, the impact of the grant on the researchers, their research teams and institutions.
2. Local - policy-making individuals and institutions with whom they interact and its results in terms of contribution to policy-making.
3. International - the international audience including academia and policy-making institutions.

The approach essentially seeks to explore the specific findings of the research and analyze their level of knowledge development and capacity building by considering the number and quality of publications produced, conferences attendance, presentations and other communication. Furthermore, the evaluation assesses the role of the mentors and information derived from external stakeholders that were referenced by the research team in order to enable to develop an improved understanding of the quality of the research, methodological consistency and data sources.

South-South cooperation is observed from the perspective of any interaction between researchers and research teams from different countries. Additionally, the evaluation considered interaction and communication between researchers within the same institution and how well teams overcame the typical sense of isolation experienced by research activities in the global south. In this regard, the analysis of the project's evolution and the opinions of mentors and external references constituted the basic data used to observe ways that cooperation occurred during the project and how this created new research lines and networking opportunities.

Contribution to policy-making was evaluated by considering data obtained from researchers, mentors and external references that indicate the extent that external stakeholders have utilized and/or consulted the research. Additionally, IDUS consulting explored how well the outcomes of the project were received during dissemination activities and considered the professional development of the research team from before and after receiving GDN grant. Finally, the evaluation considers any further involvement in consultancy work and/or if the research findings contributed to any specific policy-making resolutions.

The contribution of the different components of the project to the overall objectives has been measured according to the responses from mentors and researchers during the evaluation and cross-referencing responses with other data to identify inconsistencies. Regarding the expenditure of the project, the strategy applied by the research team in how they optimized the resources provided and how this may have contributed to the maximization of the impact of the grant has been analyzed during the evaluation study. Finally, the process engaged in the formulation of the project including, selection of the grantees, the research phase and outreach phase. These aspects were evaluated by comparing the baseline information provided by GDN and information collected during the evaluation process.

5. The evaluation methodology

I. Analysis of the research papers and research documentation

This stage essentially reviewed the quality of the research by considering consistencies in terms of content, methodology, findings and writing/clarity. It was a preliminary analysis designed to understand the contents and format of the research, what is the role of the team members and to what extent they achieved their research goals. With this data, different questionnaires were designed for research team members, mentors and external references. During this stage IDUS consulting identified key issues for further investigation with researchers, mentors and external references by developing specific ideas for the questionnaires and interviews. The data collected at this stage was used later for checking consistency in the questionnaire responses and discussion in interviews.

II. Data Collection

This stage includes the collection of the researcher CVs and responses to the questionnaires that targeted research team members, mentors and external references.

III. Matrix

This stage compiled all data collected into a matrix to facilitate comparison among researchers. The stage aimed to find common issues, differences, successes and failures from different aspects of the research. IDUS consulting identified specific trends in how the research was carried out, how the teams overcame problems and uncovered key opportunities. Furthermore, this stage investigated the role of researchers and mentors and explored feedback from external references about the project in order to validate the results obtained.

Table 1 - Assessment Model

Dimension	Concept	Indicators		
		A. Academic	B. Local	C. International
Knowledge production	What the project has produced?	Evidence on unknown cause of urbanization problems and opportunities	Find linkages between urban problems relevant to review local policies	Documenting lessons learnt on good and best practice to deal with urban development.
	What the project contribute to shape research leadership?	Recognition of the local academia in terms of new knowledge generated	Engagement of other local researchers in the subject and discussions on evidences generated	Use of the research at international level by different publication and resources.
Capacity building	What the project contribute to empower the research team?	Team consistency implementing the research plan. Participants-roles related to research topic.	Training provided by the research to carry out its different activities	Benefits of the project in terms of exposure to international networks
	Does the project build new capacities at institutions where it was carried out?	Use of new technology and how help to improve the research institutional capacity	Contribution of capacity building of academia institution in terms of new skill at local level.	Opportunities created to position the research institution at international audience.
South-south cooperation	How the project contributed to creating positive synergies between countries of the global south?	Linkages of the research institution with other research networks	Linkages with local authorities on urbanization & local development	Linkages of the project with international research networks
Contribution to policy making	How the research findings contribute to policy making	Research abilities to respond policy-making implicit demands	Capacity to transfer findings to local policy making institutions	Capacity to transfer policy making inputs to a global audience

IV. Interviews

This stage demands the task of arranging a number of interviews with research leaders and mentors to delve deeper into details of some aspects of the questionnaire that participants had already responded. The questions in the interview were designed to harmonize the responses from mentors and research leaders, which were frequently contradictory and additionally, the interviews helped to find more precise explanations on the successes or failures to achieve key objectives set out by the grant.

V. Marking

In this stage, an in depth assessment of each research project was completed, looking to rebuild the research process, the role of the research leaders, team members and their institutional context. Next, the relationship with local policy-making institutions and the international audience was assessed separately. The role of the mentor, the management of the grant, and the workshop in Yaounde were analyzed individually in order to elaborate recommendations and lessons learnt that could contribute to the improvement of future projects.

The marking was based on a series of indicators extracted directly from questions contained within the questionnaire. The indicators were designed to differentiate the feedback received by the researchers, the mentors and additional data coming from CVs and external references that was collected and interpreted by IDUS consulting.

Five Categories of Assessment:

Outstanding accomplishment: The achievement exceeded the objective, receives a mark between 9 or 10.

Fully accomplished: The objective was achieved with promising results, with a mark between 7 and 8.

Accomplished: The objective was achieved with basic results, corresponding to a mark between 6 and 7

Partially accomplished: The objective was not completely accomplished, important components remain incomplete, receives a mark between 4 and 5.

Not accomplished: The objective was not reached to an adequate extent, receiving a mark of less than 4.

Indicators utilized to guide marking

Designed to help measure to what extent the project has met the objectives of the grant.

1. Production of New Knowledge

- 1) Consistency of the outputs to a better understanding the inter-linkages between urbanization and development
- 2) Assessment of the production of new and relevant knowledge.
- 3) Number of written material produced and disseminated
- 4) Number of conferences and events where findings of GDN project were presented
- 5) Number of other groups/institutions using evidences created by the research

2. Capacity building

- 1) Contribution of the grant to professional development
- 2) Improvement in the quality of the research work (Research Methods, Theoretical Knowledge, Statistical Analysis, etc)
- 3) Team work: Consistency in multidisciplinary and collaborative work
- 4) Research contribution to the shaping of research collaboration and peer learning opportunities
- 5) Comparison with previous mentoring and grant programs.

3. South-South Collaboration

- 1) Number of foreign collaborators.
- 2) Creation of linkages with other international research project institutions.
- 3) Opportunities created by the nature of multi-country research
- 4) Number of local networks joined
- 5) Number of international networks joined.

4. Ability to Extract Policy Recommendations

- 1) Consistency of outcomes in relation to development of recommendations/guidance for public policy making.
- 2) Number of policy related research projects generated
- 3) Number of policy-making organizations targeted with the research
- 4) Number of references to the research in written formal documents from the government
- 5) Amount of feedback received from policy-making stakeholders regarding contribution of the research

5. Grant Administration

- 1) Grant (amount and payment)
- 2) Mentoring (quality and frequency)
- 3) Project management (planning and organizing)
- 4) Technical workshop (planning, attendance, contents and results)
- 5) Networking (involvement of the grantees in international and local academic and professional networks)

6. Grant Efficiency

- 1) Use of the grant
- 2) Recommendations for introducing other expenditures.
- 3) Value of the workshop
- 4) Value of the mentor
- 5) Encouragement for networking

7. Organization of the Project

- 1) Selection of the grantees
- 2) Problems and opportunities during the research phase
- 3) Unexpected results
- 4) Missed opportunities
- 5) How GDN has position itself to add value to build research capacity

Each of these indicators were designed to determine a mark based on the information collected from the various sources of the evaluation process in addition to the self assessment carried out by the researchers from before and after the grant in conjunction with the advice of the mentors.

VI. Writing the final report:

In this stage all data was compiled together with recommendations, analyzed findings, impacts and lessons from the processes of the research. This final report is expected to be used as a concrete documentation of the process, but also to be shared with the researchers and eventually with other researchers interested in the relevant initiative of GDN-IADB to build up research capacity in the field of urbanization and local development in the global south.

5.1. Stage I. Analysis of the Research Paper

This stage aimed to better understand how the research was carried out and clearly define what were the outcomes the paper. This activity was undertaken separately by IDUS consulting in order to identify a general overview of the quality of the paper and highlight key points for further investigation. After reading the paper and other related documentation, IDUS consulting identified key issues to discuss further with each other, the mentor and the research team members. A summary of the preliminary quality review is presented in Table 2; **Error! No se encuentra el origen de la referencia.** It was determined that this study had a good focus on policy-making, however, the link between their findings and guidance for policy-makers could be more clearly defined. Furthermore, the paper could have made comparisons to other African cities in order to strengthen how this case study of Cameroon could broadly contribute to policy-making in Africa. The methodology was found to be strong and adequate to inform policy-making, however, the paper presented findings not completely clear, therefore, the link to policy-makers could be strengthened by presenting their efforts and focusing on discussing how the research could impact public transport in Cameroon and other African Countries in reality.

Table 2 - Quality Summary of the Research Paper

Research paper	Quality			
	Content	Methodology	Findings	Writing and clarity
Suburbanization and Inequality in Transport Mobility in Yaoundé (Cameroon): Drawing Public Policy for African Countries	The paper has a clear research question focus on policy-making. The theoretical framework is satisfactory but with a limited analysis of the relationship between social equity–mobility and not defining the main research concept “inequality in transport mobility”.	Clearly defined in its section. However, it includes the analysis of topics that were not considered in the specific objectives, such as the “determinants of the cost of mobility”	Good effort made to suggest policy recommendations. However, the link between findings and strategic guidance for policy makers is not clear enough. Final outcomes are straight forward in terms of policy guidance.	The writing could have been more concise and to the point. Some grammar mistakes were found. The phrasing of the report could have been cleaner.

5.2. Stage II. Data Collection

Questionnaires

The information presented by the team members was cross-referenced with information relayed through the questionnaire completed by the mentor and IDUS consulting's analysis of the project. The results of the questionnaires are presented in Annex II. Further findings are discussed from section 6 of this report.

Baseline Data Evolution

As part of the evaluation process, data on researcher development was obtained during the interview process and recent additions to CV's were obtained verbally. Furthermore, access to baseline data captured before the grant enabled the development of some comparable data to assess the research teams perceived professional development as a result of the grant. This, combined with other information was utilized to assess the extent that the GDN project has contributed to the team's professional development. The following points indicate the extent of professional development for the research team that has occurred as a result of the GDN grant. Although it may seem significant, it is important to note that a limited amount of time has passed since the completion of the project, and as dissemination activities progress these figures are likely to change.

- Paper published = 1 - Cameroon Tribune (Local Newspaper) and the GDN paper.
- Working papers commenced = 1 - (under review) "Suburbanization and Inequality in Transport Mobility in Yaoundé (Cameroon)", with date of submission for consideration to the journal 27th of November 2013

The information presented in Table 3 indicates how the researchers view their skills development since the completion of the GDN project. The information indicates that the team members believe their ability to understand key issues, and extract policy recommendations improved and their statistical analysis skills, professional visibility, communication skills were also developed as a result of the grant.

Table 3 - Evolution of Researcher Skills

Time	Researcher	Theoretical Knowledge	Understanding of key issues, concepts and history	Statistical Analysis	Professional Visibility	Ability to Extract Policy Recommendations	Communication Skills
Before the Grant	Team Leader	High	Medium	Medium	High	High	Medium
After the Grant	Team Member	High	High	High	Very high	High	High
After the Grant	Team Leader	High	Very high	Very high	High	Medium	Medium
After the Grant	Mentor	High	Very High	High	Very High	Very High	Very High

5.3. Stage III. Matrix

The matrix presented in Table 4 indicates the assessment of how well the three indicators; academic, local and international satisfied the objectives of the grant; production of new knowledge, capacity building, south-south cooperation and contribution to policy-making. In this part of the evaluation, the paper had some strong points and some weaknesses. For contribution to new knowledge, it was determined that the paper satisfies the objectives in academic, local and international terms to some extent. Capacity building was found to be strong in academic and local indicators, but was found to not formally link with any international institution. South-south cooperation was the weakest of the four objectives, the strongest being the close link the project development with the decentralization committee and the local level. Finally, the contribution to policy-making satisfies the academic and local dimensions of the matrix, and has great potential to be transferred to other Francophone African countries.

Table 4 - Cameroon Assessment Table

Outputs	Dimensions		
	A. Academic	B. Local	C. International
Contribution to development knowledge	Contributes a relevant analysis on inequalities to access to transport	Contributes to the analysis of decentralization from the perspective of planning public transport	It contributes relevant information to know better mobility in Yaounde particularly but with relevance for francophone African cities in general.
Research capacity building	Built capacity at the Faculty of Economics, basically supporting human resource development. The relationship of the team with the decentralization committee constitutes a very important step forward in building capacity at the university and the government at national and local council scales.	There is a transfer of knowledge or techniques to local administration, (councils) with positive feedbacks, particularly after the GDN sponsored workshop. Also mentoring contributes providing the framework for the research to transfer specific knowledge for policy-making purposes.	The researchers link up only with the mentor.
South-South Cooperation.	There were no relationships developed with other researchers, beyond the mentor.	Relationships with policy makers was fluent, through a working relationship with the decentralization committee	No cooperation with researchers from other countries beyond the mentor. Not linked with other researchers from francophone countries.
Contribution to policy making	The research develop policy guidelines, currently under discussion, opening a new field for research at the University	High contribution to decentralization committee providing clues on urbanization, mobility and inequalities.	The case developed (Yaounde) has a big potential to be replicated in other francophone countries

5.4. Stage IV. Interviews

After completing the matrix, but before assessing each component, the team carried out specific interviews to ask research team members and mentors more about details of the projects outcomes and outputs. Questions were developed with close consideration of responses already received via the questionnaire. Separately, not related to the project were analyzed to cross check the information gathered. First, some feedback was presented from the mentor. The purpose of this is to better understand the different dimensions of research and explore doubts about contents and formats. This was followed by some further explanations provided by the researchers for each the four key objectives.

Knowledge development:

Mentor - The research design was completed before the mentor began to collaborate with the team. That is not necessarily a problem but it has limited the possibilities to orientate the research into a position that takes advantage of the mentor's knowledge. Additionally, the research framework includes qualitative and quantitative data whose processing was completed separately. The quality of the findings were acceptable, even although the research objectives were too ambitious. Furthermore, the paper has great prospects in terms of policy-making. A major lesson learnt is that by disseminating among students, and others, the project is reaching a more ample audience including policy-makers and senior governmental officials. The GDN grant enables people to work in something relevant for their place and link with international knowledge. The team would have been able to generate knowledge the assistance of the mentor whose support mostly went to help to structure the research and give coherence to the different data collected, in addition to providing assistance in correctly formulating the report an English speaking audience.

Researchers - The innovation of the research consists in integrating suburban specificities in the decentralization process of Cameroon. This has occurred through the transfer of new competencies and knowledge to local councils. This paper produces completely new knowledge, never studied before in Cameroon. There is no other research from Cameroon on this subject, therefore the reference list and bibliography is limited. The data was provided by the local councils to the decentralization committee and was processed by the team in one specific branch of the local University. The local council was the only recipient of the findings thus far (at the workshop), and did not have any role in the research process other than the delivery of existing data.

Capacity building:

Mentor - The most important factor behind this small GDN grant is legitimacy. The resources available through the grant enabled the university to show it has the capability to collect data and interpret in a coherent and policy focused way. It is very important for the African government to encourage local institutions to provide consistent research outcomes in order to properly support policy-making in Africa. The capacity building process is expressed in terms of professional development and extends between the university and different levels of government.

Researchers - The critical component of the capacity building process initiated has been the workshop that was carried out. During this process the team had the chance to present the research to governmental officials and received very positive feedback. Although this was a positive step forward, it is necessary to include additional funding for equipment and data processing and that will further enhance the capacity of the university to produce quality research. The team appreciates the opportunity provided by the grant to expand their academic activities and their professional development, as well as the opportunity to contribute to the improvement of urbanization and development in Africa. The team has expressed their

satisfaction with the role of the mentor because of the ease the frequency and ease of support, this empowered what they already knew and assisted in the structuring and clarifying goals and methodologies.

South-South cooperation

Mentor - The mentor believes that their late arrival in the process prevented the team from linking up with international research institutions. It was expressed that GDN is a fantastic organizer, facilitating a lot the research process and empowering the researchers, but unfortunately, the mentor and research team were unaware as to whether they has the opportunity to ask for further assistance to link up with other international groups and networks working in the same field.

Researchers - The team believes that the same situation in terms of mobility and inequalities in Yaounde can be observed in Cotonou and Central African Republic. They do not have relationship with researchers from those countries. Furthermore, they do not have any international relationships with research is the same field beyond some attendance to few international conferences. They expressed their desire for more support in this field and observation was consistent with the information gathered during the interview process with the mentor.

Contribution to policy making:

Mentor - In her experience the most important aspect of this research is to take a final step forward is to consolidate the research and developing a working paper available for the policy-making audience with the potential to later become a policy focused publication.

Researchers - Did not have sufficient time for dissemination (the workshop was in September 2013), however, in late November they have submitted a paper for review in the Development in Southern Africa publisher. They plan to continue researching and disseminating in future. Their major goal is to work closely with Yaounde authorities (national government, the decentralization committee and local councils). Once this relationship has been sufficiently development they plan to develop similar relationships with other cities.

Some additional recommendations from the mentor for GDN include:

- 1) Consider developing better ways to advertise the grant in order to attract a larger number of researchers during the application process.
- 2) Maintain a strong link between mentor and mentees during the grant
- 3) Rearrange the distribution of the grant in order to ensure that funding utilized to encourage publication.

5.5. Stage V. Assessment

After verifying the data collected through personal interviews, the team assessed the various dimensions and indicators, reaching a final evaluation per project. This was then analyzed against final results related to all research, issues relating to the project management and the mentoring, as well as the history of the research team and their evolution during the project. In this case, the team scored score of 31 out of a possible 40 or total of 77.5%. The Cameroon study was very strong in all objectives with the exception of South-south collaboration.

Table 5 - Final Assessment Grading (Refer to Annex III for further details)

Objectives	Analysis by IDUS consulting	Advice of Mentor	Evidence of Researcher	Final Grade
Knowledge Development	7	8	7	9 Outstanding Accomplishment
Capacity Building	7	8	8	8 Fully Accomplished
South-south Cooperation	5	7	5	6 Partially Accomplished
Ability to Extract Policy Recommendations	8	7	8	8 Fully Accomplished
Total				31/40 = 77.5%

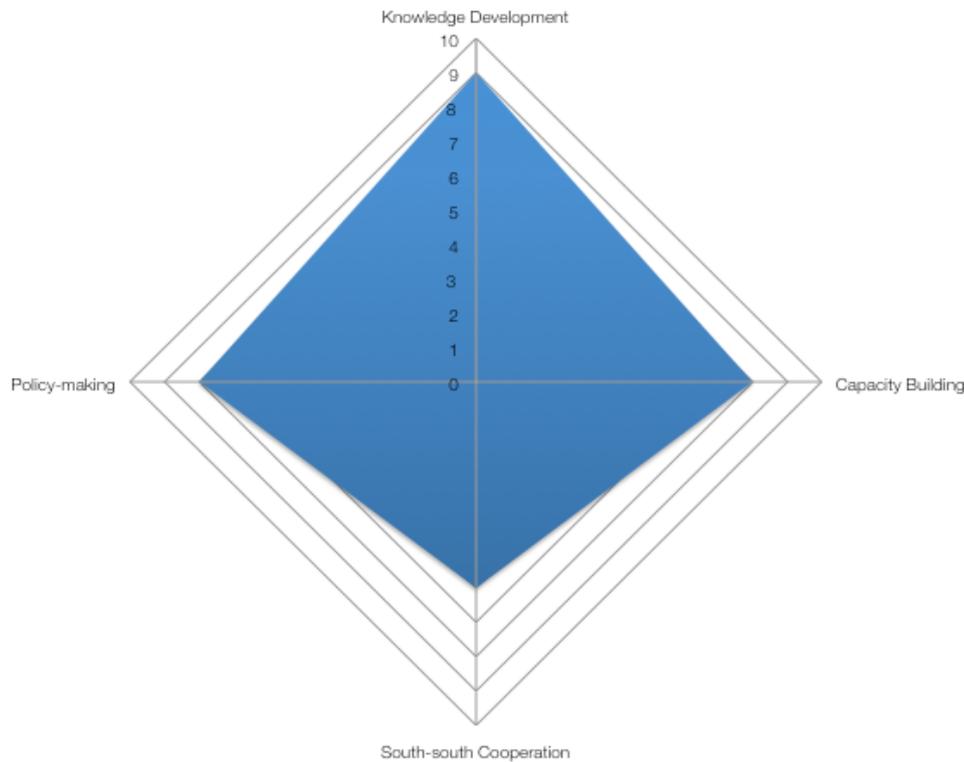


Figure 1 - Cameroon Assessment Web

6. Findings in relation to outcomes

This section of the report presents the major findings of the research teams contribution to relevant outcomes with regard to the production of new knowledge, research capacity building, south-south cooperation and policy-making contributions.

6.1. Production of new Knowledge

The paper focused on the critical issue of inequality in mobility and responds to specific urbanization and local development. As the researcher themselves point out on the major contribution of their project “It helps to realize the need for a better management of urban growth, the development of road infrastructure, the regulation of emerging means of transportation like motorcycles and the necessity to enacting mechanisms that reduce cost of mobility”. Such outputs are very relevant in the specific context of Yaounde, contributing as well as a case study to encourage systematic studies in African francophone countries.

The approach applied is straightforward in terms of exploring the causes of inequalities inextricably related to urbanization, considering how decentralization can help to address the problem, with a focus on mobility. It constitutes a significant contribution to building up policy-making recommendations, although further research efforts are needed to refine them. This paper is very valuable as a starting point, but it is important to take into account the need for further development in order to reach more solid conclusions that could eventually lead to meaningful policy recommendations and change. In order to add further value to the research it is necessary to initiate a new topic at the University with close linkages between policy-making institutions. The fact that local councils provided information used by the team indicates that the research enabled more

effective utilization of available resources. The potential for further development of these initiatives are high. Researchers and mentors agree in their interpretation of the major contributions of the research explicitly showing evidence of the subtle relationship between mobility, decentralization and inequality and how this influences urban development patterns. But although relevant new knowledge has been produced based in evidences, it is clear that a lot of additional efforts are needed to disseminate the material, in a way that can really contribute to local policy making and international audiences.

6.2. Research Capacity Building

Capacity building in this case must be understood as the support provided by the two researchers to the committee for decentralization (national), by transferring knowledge to local councils specifically in Yaounde. Their potential is high in terms of the transfer of knowledge to policy-making, as well as building up capacities at the University and other institutions. The researchers and the mentor agree that the paper introduces new concepts, methodologies and creates exposure to international expertise, this contributes to capacity building. Self assessment of the researchers rank very high after the grant the understanding of key issues and concepts and statistical analysis in the case of research leader and very high professional visibility in the case of the team member. The assessment from the mentor reinforces that assessment in terms that both, research leader and team member acquire positive capacities through the grant. The role of the mentor in this regard seems to have been critical in empowering the team, helping them to clarify their own ideas and guiding towards more specific outputs. The research team considers the support provided by GDN as critical in providing a mentor that was available regularly and also specially sponsoring a workshop in Yaounde to help to bring together policy-makers to discuss with the research team and other specialists how to correctly diagnosis of the problem and find alternative ways forward. It can be observed as well that the University as an institution got the benefit of the grant reposition its role as policy making advisor, although it was requested further support in terms of providing equipment and purchase of data to play that role in future more systematically and efficiently.

6.3. South-South Cooperation

Regarding south-south cooperation and peer learning opportunities, it can be observed that the team had difficulty linking up with other researchers, except through the attendance of conferences, congress and other events, it seems not to have lead to any permanent academic relationships. The research seems to be produced by the research team without too much collaboration or exchange with other groups. Additionally, it lacks analysis of similar issues in other countries. There is a clear window of opportunity to build up a network of researchers and practitioners with other francophone countries facing similar challenges in terms of suburbanization and decentralization and mobility as strategic assets to counterbalance growing inequalities. The relevance of the research for the international audience is important, however, the findings require further development to really achieve internationally expected research quality. Finally, it is good that the research team has submitted an article at an international and recognized publisher, although, it is still in the process of evaluation.

6.4. Contribution to Policy Making

The research was conceived to contribute to policy-making, and already obtained some feedback from policy-making institutions. The research team developed a close relationship with national authorities, the decentralization committee, and local councils, so far, focus in the case of Yaounde. Also, policy-making details like regulations and specific laws defining suburbanization policies and decentralization has not been fully developed, although can be recognized guidelines presented

in the paper. According to the mentor, the next step is to look for opportunities to present the findings to more policy-making experts and people involved in transport and urban management, however, thus far, this has yet to be initiated.

7. Innovation and Lessons Learnt

7.1. Contribution to Knowledge Development

An open call for researchers in the field of a crosscutting issue of urbanization and local development constitutes a bold move towards finding new ways to address urbanization and development problems. This is especially important in the case of francophone African countries where the lack of systematic research supporting policy-making decisions tends to overlook the critical issues of inequality for access to public services and markets. The selection of the subject is itself, a contribution to knowledge development. There is bibliography referencing to other international works in the same field, contributing the perspective from the decentralization process. This constitutes a significant advantage but the lack of analysis of similar cases from other African francophone countries constitutes a missed opportunity to discuss the case of Yaounde from an international perspective. According to the research team, the strategy was to concentrate in the case of Yaounde to get a good case study and build lessons that can be compared to other cities in Cameroon and the region, but without further analysis to other cases at this stage. According to the mentor, the key aspect addressed by the research was to explore "the conflicts in existing governance systems and the difficulty in introducing reforms. The long term impact of past structural adjustment policies." Academic dissemination of the findings is pointed out by the mentor as a critical pending issue as "policy dissemination went very strong"

7.2. Capacity Building

The research work contributes to the development of the two researchers, and to the Faculty of Economics from where they operate. According to how they distributed the spending of the grant: 35% in human resource, 35% purchase of information, 20% data production and 10% dissemination of information, it can be deduced that the information and data production took more than half of the grant. Also, the researchers suggest expanding the grant to include purchase of equipment, something that in the African context is necessary because public institutions lack basic technology needed to carry out research. However, although the researchers recommended it, the mentor did not share the view that there was a need to obtain funding to hire external specialized consultants, reflecting that the researchers still do not see themselves as playing such a role in the future. This is a very important point as one of the key aspects of this project has been the fact that local councils provided the raw data and the research team contributed by elaborating on further information, extracting observations, building up hypothesis' on how suburbanization and decentralization influences inequality in terms of mobility. A lesson is, in future, scale up capacity building programs specifically targeted in mentoring to generate expertise in the region and replace the role of external consultants. On the other hand, institutionalization of the experience encourages systematic data registration and processing, building up on the positive relationships and collaboration between the university and the decentralization committee, but to be sustainable in the time, demanding some institutionalization of the process. This constitutes an opportunity for anchoring the capacity building process initiated in local institutions, involving research capacity to develop teaching materials and policy focus documents. This view is presented clearly by the mentor expressed in terms of recommending anchoring research team in local research institutions, creating incentives to continue working until different publication products are achieved.

7.3. South-South Cooperation

South-South cooperation has been limited as the research team worked with limited connections to other researchers. However, taking into account the relevant role of the mentor, such cooperation can be understood in terms of bringing expertise from other African countries to empower promising researchers to carry out work in this critical area. A lesson learnt is to create concrete encouragement for further cooperation with researchers in other countries. The workshop in Yaounde where findings and outcomes were presented involving practitioners from Cameroon is recognized as a milestone in the process in which positive feedback helps to build up linkages. The possibility to explore such cooperation with other researchers from the francophone African region, as well as bring international expertise, creates further possibilities for south-south cooperation. A lesson learnt in this regard is that such cooperation opportunities although requires specific resources has with high impacts, as the research experience has shown, with the possibility to scale up results at national and regional level. Recommendations from the mentor come out with the idea of developing specific publications on the subject that could bring the attention of prominent researchers and practitioners from the region.

7.4. Policy-Making

Policy-making has been considered in the research project as a key aspect. But the specific relationship with key national and local policy-making institutions makes a strong point for the team. Once again, the workshop and mentor appear as major contributions from the grant to achieve the goals in terms of policy-making. As the mentor explains, the major outcome from the research consists in making evident "the conflicts in existing governance systems and the difficulty in introducing reforms. The long term impact of past structural adjustment polices." The research introduces rationale to the urban planning process revealing the problems of the current mobility system and suburbanization patterns. This fact established the foundation for further development of the area, requiring definitions in terms of policy planning and specifically what is suggested as alternatives to cope with inequalities in the short term. So far, the research has contributed a good diagnosis and explanation shedding light on the causes of inequalities. However, according to the intentions of the research using a "case study" in Yaounde for supporting a better decentralization policy, it has been laid out the foundation for institutional development of policy-making frameworks and their applications. The researcher expectation is that "the decentralization committee will use the result of the project to build their methodology for mobility. A lesson learnt is, in order to incorporate a part of the research plan, specific components or even funding to really bring on board policy-making individuals and institutions to work collaboratively.

7.5. Grant administration

Grant (amount and payment):

The grant has been found to be sufficient to carry out all research and associated activities properly. However, it is recommended that the grant be split in order to encourage publication.

Mentoring (quality and frequency):

The role of the mentor has been appreciated although is considered to have arrived too late in the research process, therefore, the mentor's capacity was limited to structuring and providing language consistency.

Project management (planning and organizing):

Global Development Network

Project managed has been recognized as positive, although timing has been identified as a major problem to be taken into account for future projects

Technical workshop (planning, attendance, contents and results):

The workshop was highly appreciated by the researchers as a milestone in the research process because it assisted in the validation of data and developed linkages with senior governmental officials and policy-makers.

Networking (involvement of the grantees in international and local academic and professional networks):

This component was identified as very limited because the research team did not network with other researchers during the GDN grant.

7.6. Project Efficiency

Use of the grant:

The grant was utilized mostly in production and processing of data. The decentralization committee obtained the data from the local government and supplied the researchers; this highlights the impact of the grant in terms of building local capacities.

Recommendations for introducing other expenditures:

For this study the research team recommends a component of the grant be utilized to purchase research equipment, additionally, the outsourcing of professional consultants for the developing specific information.

Value of the workshop:

Highly valued as it opened a window of opportunity from the grant to empower the local research institution to play a major technical role in supporting policy-making processes.

Value of the mentor:

Highly appreciated by the research team, however, the relationship was sporadic (every 3 months) and did not deeply involve impact on the research content, mostly in the structuring, language, etc.

Encouragement for networking:

The workshop has been the major motivation to create linkages between policy-making officials and researchers. Unfortunately, the workshop failed to generate more ample academic and international networking, however, this is expected to occur in the future for this research team.

7.7. Organization of the project

Selection of the grantees:

It is recommended that the GDN emphasize more in the area of dissemination in order to ensure a greater impact of the grant on policy-making institutions.

Problems and opportunities during the research phase:

There were major problems with delays in obtaining and processing data.

Unexpected results and missed opportunities:

There was no indication of any unexpected hypotheses etc.

How GDN has positioned itself to add value to capacity building:

It was identified that planning from the beginning on how to encourage a better dissemination of findings will ensure that a good publication is produced as a result of the grant. From this perspective it is recommended that GDN facilitate a publication by providing additional funding for that purpose or reorganizing the grant separate pieces in order to ensure that dissemination and networking are more adequately achieved as a result of the grant.

8. Conclusions and Summary of Recommendations

8.1. Funding

In general, it was expressed that funding was sufficient. In terms of grant expenditure, it was observed that the majority was spent on human resource, purchase of information and data production, reflecting the fact that the country and also the research institution lack very basic resources to carry out these research activities independently. The purchase equipment and data was identified at a key barrier to higher quality outcomes of the grant. This is identified as particularly crucial for the Cameroon study due to a lack of resources available at the University to produce data for analysis. This was a key factor in terms of achieving an improved level of capacity building and would also contribute improved south-south cooperation by encouraging researchers to work collaboratively with teams in other African countries or regions within Cameroon and resources and skills could be shared between institutions. Furthermore, it was observed that the component of dissemination was neglected for the Cameroon study. One consistent recommendation is to split the grant in pieces and transfer its parts after the completion of certain stages in order to maintain a portion for the crucial stages of dissemination, which increases the value of the findings produced as a result of the grant. It is expected that this adjustment would facilitate dialogue between researchers and policy-making institutions and consequently, increase the impact of the grant.

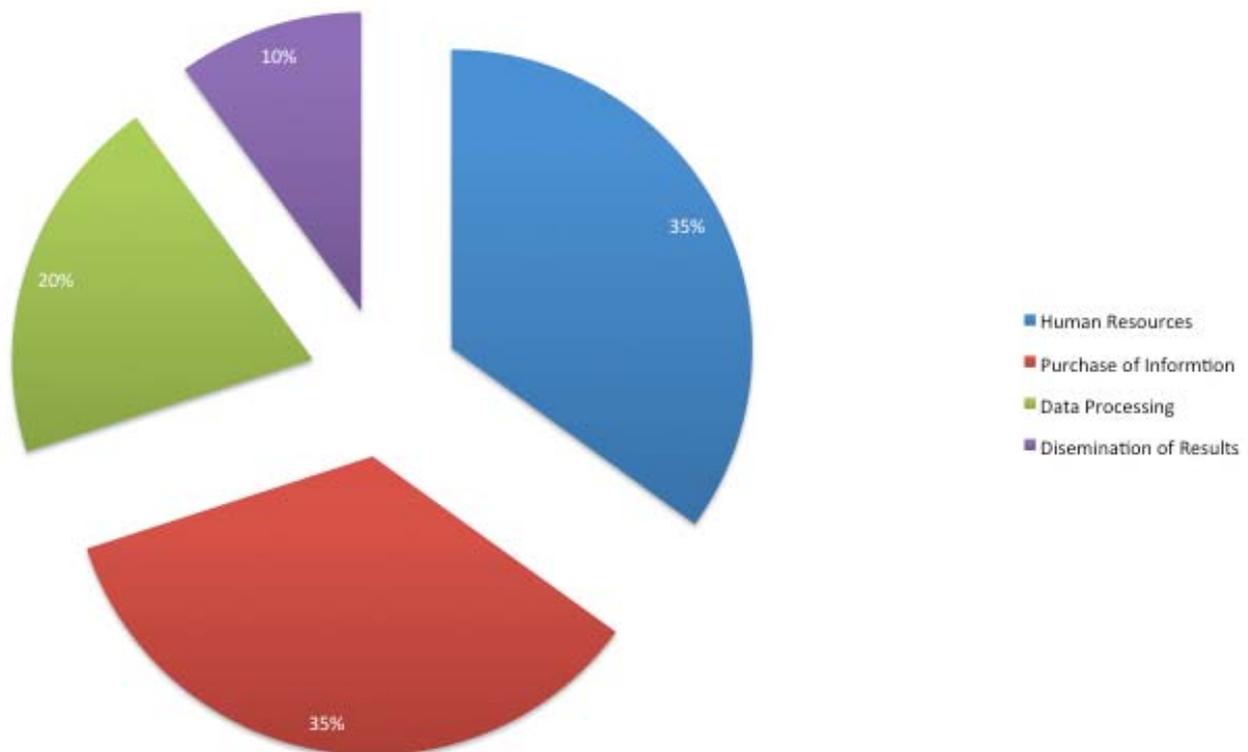


Figure 2 - Cameroon Funding Chart

8.2. Timing

It was determined that an extended time period would enhance the quality of the research and its dissemination. Additionally, the delays observed in disseminating their findings indicate that it may be necessary to provide additional time to absorb delays in obtaining data, organizing the workshop and obtaining feedback from policy-makers. Furthermore, GDN should consider that achieving the goal of south-south cooperation and policy-making contributions takes additional time and resources in Africa. Available data is scarce and development of data requires the development of collaboration between various institutions.

8.3. Workshop

Capacity building is a key objective for this project. It is recommended to continue supporting workshops, enabling the sharing of ideas and expansion of research skills by including a diverse range of researchers facilitating the development of professional relationships between researchers and mentors. The workshop gives researchers the opportunity to share their experiences, collaborate together and better understand the goals and methodologies of the project and ultimately achieve greater results. A final workshop would be ideal to close the grant, reinforce relationships, give researchers a chance to open a dialogue with policy-makers, meet other researchers, further discussion and encourage collaboration for the production of new papers and encourage the dissemination process to begin with a collaborative effort between researchers and practitioners sharing their experiences, plans and expectations for dissemination activities.

8.4. Mentoring

Mentoring has been a critical part of this grant. It helped to shape the research, clarify questions and give rationale to the each of the projects. It was very appreciated by the researchers because the mentor was available when needed and responded to all queries and requests from the team. Additionally, the mentor was able to help fine-tune and condense their ideas into something more adaptable to extracting policy recommendations. The "external view" provided by the mentor, and the capacity to guide the team through formulating their "research in a consistent way towards policy-making" has been the major contribution to some of the more valuable outcomes of this project. The mentor defined her own role as "Detailed contextual comments to enhance the probability of making the paper publishable". The role of the mentor, although declared as "sporadic", was compromised as an interaction every three months and has been critical in the success of the project. It is identified that this was only possible due to the collaboration with a mentor that was so knowledgeable of the African Context and policy-making challenges.

8.5. Challenges

Regarding major problems faced by the research team, it can be observed, on one hand, recurrent delays in obtaining the correct data in a timely manner had an impact on the entire research process. This related to a number of issues, for example, difficulties for researcher of this country to obtain agreements between different institutions such as the university, the decentralization committee and local councils. On the other hand, it was identified that there were specific difficulties to disseminate results, including lack of encouragement and proper time to do it. Furthermore, the majority of academic publications are in English; consequently, the research team encountered a language barrier due to their primary language being French. A specific research problem related to south-south cooperation referred to communication problems and difficulties to compare data from different countries, for example, different indicators, etc. Other difficulties identified include

difficulty to apply different methodological approaches, quantitative and qualitative approaches, mixing up strategies for collecting data, and sometimes producing inconclusive findings. Additionally, if the mentor had not “arrived too late” in the research process, it could have helped to correct on time some of the preliminary problems. However, even in the face of so many difficulties, these researchers assess their experience of the grant and mentoring as “better” compared to previous experience, this reflects an excellent level of satisfaction. Finally, the mentor explicitly expressed her belief in the consistency and relevance of the research produced, as well as its applicability in policy formulation processes.