

Phase 1 report: External Final Evaluation of the Global Research Project

Varieties of Governance: Effective Public Service Delivery

Prepared for: Global Development Network

Beneficiaries evaluated:

Economic Development Research Centre (CEDE), Universidad de los Andes, Colombia

Group for the Analysis of Development (GRADE), Peru

Universidad de la República and Universidad ORT, Uruguay

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About Blomeyer & Sanz

Blomeyer & Sanz (established in 2004) specialises in regulatory impact assessment and evaluation assignments. Over the last eight years, the firm has provided research and consultancy services to the European Commission, the European Parliament, the Committee of the Regions, as well as international organisations (e.g. European Patent Office, UN organisations). Based in Spain, the firm's work has covered all European Union Member States as well as countries in Latin America, North Africa and South East Asia.

Blomeyer & Sanz has established a strong track record of cooperation with academic partners across the world. Moreover, Blomeyer & Sanz has developed a specific expertise in the area of governance via its long-standing work for the European Parliament's Committee on Budgetary Control as well as other European Union institutions and international organisations (e.g. United Nations Development Program).

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1 - Executive summary

The Global Development Network (GDN) has contracted Blomeyer & Sanz to conduct the evaluation of the Global Research Project (GRP) entitled: Varieties of Governance: Effective Public Service Delivery.¹

This GRP project aims to obtain a better knowledge on governance varieties (i.e. accountability, transparency, effective bureaucracy, regulatory quality, electoral competition, political checks and balances and rule of law) and effective public service delivery - the availability, quality and distribution of services in education, water supply and transport infrastructure (roads). Sixteen teams from different countries in the five continents were selected. The focus of this evaluation report has been on the teams from South America. These teams are represented through the following institutions:

- GRADE (Peru), a private non-profit research centre;
- CEDE (Colombia), a research institute that belongs to the Universidad de los Andes;
- Universidad ORT and Universidad de la República (Uruguay), a team formed by experts from these two universities.

The evaluation has focused on the projects' efficiency, effectiveness and impact.

Most importantly, the evaluation has shown that decision-makers in the areas of education, water management and infrastructure in the public and private sectors consider the GRP research findings on effective public service delivery in order to make more informed decisions. The grantees focused primarily on civil servant decision-makers and encountered some difficulties engaging political decision-makers. Whether the long-term impact of the GRP research crystallises depends largely on the continuity of research advocacy post-GRP project.

Second, the evaluation exposed that GRP researchers improved their understanding of the conditions for effective public service delivery.

Third, the GRP researchers enhanced their research skills by applying new methodological approaches and cross-country comparisons. Especially, the multidisciplinary approach has pushed the researchers to combine research methods and improve their skills.

Fourth, the GRP researchers partially enhanced their communication and dissemination skills during the course of the project. Each team was appointed a project mentor to support the research activities of the members. The mentor role

¹ For the purpose of this report the project will be abbreviated by GRP.

has been strong in advocating multidisciplinary research. However, the grantees consider that the mentors' role could be strengthened.

Finally, the evaluation showed that the project has been implemented efficiently, and organisational support coming from the GDN has been outstanding.

Based on the feedback received from the grantees, mentors, host organisations and donor, ten recommendations have been drafted for future projects. The following three recommendations should be prioritised:

- 1) The GRP project could focus besides research and communication on a third pillar, namely fundraising. Fundraising capabilities allow grantees to build organisational capacity, independence and ultimately ensure long-term impact of GDN funded projects.
- 2) The GRP project should strengthen its focus on the practical implementation of research recommendations in order to increase the likelihood of wider impact on policy-making.
- 3) The GRP project could further strengthen international collaboration between the grantees. A 'promoter' could be appointed to further strengthen interregional cooperation.

2 - Introduction to the project

The following section will introduce the project evaluated by Blomeyer & Sanz and coordinated by the Global Development Network (GDN) in cooperation with its partners.²

The Global Research Projects (GRP) form part of the GDN's Global Research Capacity Building Program. The featured GRP for this evaluation is entitled: Varieties of Governance: Effective Public Service Delivery.³

The project aims to obtain a better knowledge of governance varieties (i.e. accountability, transparency, effective bureaucracy, regulatory quality, electoral competition, political checks and balances and rule of law) and effective public service delivery - the availability, quality and distribution of services in education, water supply and transport infrastructure (roads). The focus is on developing countries, where these specific research activities appear less developed.

Sixteen teams from different countries in the five continents were selected, both from the academic and private sectors, in order to conduct research on these topics. The focus of this evaluation report will be on the teams coming from South America. These teams are represented through the following institutions:⁴

- *GRADE (Peru)* is a private non-profit research centre with no political affiliation. By undertaking economic, educational, environmental and social studies in areas relevant to the development of Peru and other Latin American countries, the institution aims to disseminate the results of its work to policy makers and the general public.
- *CEDE - Universidad de los Andes (Colombia)*. The Centre of Economic Development Studies is a research centre closely integrated into the teaching work of the Department of Economics of the Universidad de los Andes.
- *Universidad ORT* and *Universidad de la República (Uruguay)*. The Uruguayan team is formed by a team of researchers lead by two principals investigators, each coming from one of these two Universities.

The objectives of this project were to:

- contribute to a better understanding of the research areas;

² The funds for the present report were provided by the Institutional Capacity Strengthening Fund (ICSF), managed by Inter-American Development Bank (IDB), thanks to the contribution of the Government of the People's Republic of China.

³ For the purpose of this report the project will be abbreviated by GRP.

⁴ For the purpose of this report the term 'grantees' will be used to refer to the teams funded through the project.

- support the development of methodological research approaches adequate to the data available;
- analyse the impact on service delivery outputs and outcomes of differences in delivery systems and forms of governance;
- promote cross-sectorial, cross-country and multidisciplinary research;
- suggest institutional and policy options for improving public service delivery;
- contribute to building research excellence of country research teams;
- disseminate findings to a wide policy and research audience at regional and global levels.

In order to achieve these objectives, mentors and peer reviewers were assigned to assist the teams and comment on the draft research. Over a time-span of almost two years, research was conducted, policy recommendations drafted and global and regional workshops were organised.

The purpose of this evaluation is to assess the extent, to which the set objectives were met, the causes of the deviations, and recommendations for future capacity building activities. The evaluation looks at the impact of the project on research capacity building in the different countries, and evaluates the contribution of each project component (such as grants, mentoring, project management, workshops, etc.) to the achievement of the overall project objectives.

Regarding the content of the evaluation, it will be based on the analysis of the following:

- *Efficiency (operational objectives)*, which focuses on whether the outputs were produced according to original timelines and within the proposed budget.
- *Effectiveness (specific objectives)*, which focuses on developments for the principal investigators, i.e. improved understanding, enhanced research, communication and dissemination skills.
- *Impact (wider objectives)*, which focuses on the overall impact, the extent of the project's contribution to a stronger consideration of research in decision making, or the likelihood of the objectives being achieved in the future and the continuation plan; as well as the spill-over effect of the project affecting the organisation to which the research team belongs.

This evaluation will look at the impact of the multidisciplinary research on public policy and social and economic development in the country of the teams as a benchmark for measuring research capacity. Also, the development of the capacity of the funded researchers will be assessed. This will be done by looking at their output, impact, and networking skills. Moreover, budget analysis will be carried out in order to measure the efficiency of the implementation of the project activities. Short case studies based on input coming from the grantees, mentors

and the programme management team, as well as a final section on the project's key findings including recommendations for future capacity building activities, will complement the evaluation.

In the next section, a detailed explanation of the extent of achievement of these objectives by the different teams will be presented. Each objective will be introduced by an overview of the results in a chart, in which every indicator will be scored as follows:

- When *one dot* is shown, the rating of the indicator's achievement is:

Level of accomplishment:	
Fully accomplished	●
Partially accomplished	●
Not accomplished	●

- When *two dots* are shown, the first one refers to the rating of the personal skills according to the PI, and the second one is the contribution of the GRP to the latter. In this case each dot should be read as:

Rating of skills/ Relation to GRP	
High/ Very high	● ●
Medium	● ●
Low	● ●

These ratings are the result of the analysis and disquisition of the results of the surveys, interviews and other resources available⁵ to the evaluators.

⁵ A list of the resources used is available in the annexes.

3 - The evaluation methodology

The following section presents the evaluation tools and the evaluation framework used.

3.1. Evaluation Tools

To conduct this evaluation, three main evaluation tools have been used: interviews, online survey, and desk research.

3.1.1. Interviews

Four different stakeholders have been interviewed:⁶

Principal investigators. The interviews with the principal investigators have been conducted via telephone / Skype. The main objective was to obtain insights on the progress and implementation of the project. Moreover, the purpose was to get a view from the participants' perspective on the efficiency and effectiveness of the project, as well as the perceived first impacts.

Programme mentors. For this evaluation a telephone interview was conducted with one of the mentors for the Latin-American grantees.⁷ The main objective of the interview was to measure whether the GRP participants have improved their understanding of the conditions for effective public service delivery, enhanced research, communication and dissemination skills.

Host organisations. The interviews with the host organisations were conducted over the telephone and/or through an open question questionnaire.⁸ The main objective of the interviews was to initiate an understanding of the wider impact of the project as well as measuring the project's impact on enhancing the host organisation's capacity.

Project management team. Ramona Angelescu (GDN), leader of the Project Management Team, and Matthias Krause (IDB, donor), member of the Project Management Team, Steering Committee and Technical Advisor were interviewed for this evaluation. The main objective of these interviews was to establish a general overview of the project, with a special focus on the Latin American countries, from the people that have been closely managing it. Their inputs will be

⁶ A full list of names of the persons interviewed can be found in the annex.

⁷ For this report the evaluators have not been able to contact the second mentor. For the final evaluation report the mentor's feedback on the project will be included.

⁸ For this evaluation report the evaluators have conducted one interview over the phone. The other two host organisations have been approached through an open question survey. For the final evaluation report the organisations' feedback on the project will be included.

valuable when assessing the efficiency of the project, as well as acquiring an additional perspective to measure the possible impact of the project.

3.1.2. Surveys

For this evaluation, the GRP researchers have been surveyed with the help of the online tool SurveyMonkey. The questionnaire contained questions establishing the wider objective of the project (impact), questions on the specific and immediate objectives (effectiveness) and questions on the operational objectives (efficiency).⁹

The questionnaire contains self-assessment questions aimed to measure the enhanced capacity of the individual team members as a result of the GRP project, in other words, to what extent the project contributed to achieving the specific or immediate objectives vis-à-vis other team members and at an organizational level (spill-over effect). These questions are based on the baseline survey used for the Principal Investigators.

3.1.3. Desk research

Desk research has been used to complement the interviews and surveys. Primarily, this tool is used for measuring the wider objective as this allows us to understand the level of research on effective public service delivery in the respective countries. Inter alia, reflections of the research in the media and indicators of policy-makers actually taking into account the outcome of the project would be some examples of what desk research is aiming to complement.

This tool is also used in measuring the efficiency of the project. The documentation provided by GDN allowed us to analyse the extent to which the project has been implemented according to the original timeline, as well as the proposed budget, and this way identify reasons for possible deviations.

3.2. Evaluation framework

The evaluation team has developed an evaluation framework on the basis of a review of the terms of reference, project concept note and the original proposal, the December 2011 baseline report, the contracts with the 16 grantees and the final research reports.¹⁰ The framework also incorporates GDN feedback.

⁹ The full survey can be found in the annexes.

¹⁰ The full evaluation framework can be found in the annexes.

Three evaluation criteria are established and subdivided in evaluation questions:

Efficiency (focus on operation objectives)

- To what extent has the GRP been implemented according to original timelines and in line with the original budget?

Effectiveness (focus on specific or immediate objectives)

- To what extent has the project contributed to achieving the specific or immediate objectives vis-à-vis the principal investigator?
- To what extent has the project contributed to achieving the specific or immediate objectives vis-à-vis other research team members and at the organisational level (spill-over)?

Impact (focus on wider objectives)

- To what extent has the project contributed to achieving the wider objectives?
- What is the likelihood of objectives being achieved in the future?

Objectives have been established for each evaluation criteria and indicators have been set to be able to measure whether objectives have been reached. The objectives per evaluation criteria are:

1) Efficiency

The operational objective is that the project has been implemented efficiently, that the value for money has been sufficient and that the organisational support has been adequate.

2) Effectiveness

The first specific objective is that GRP researchers improve their understanding of the conditions for effective public service delivery. The second specific objective is that GRP researchers enhance their research skills by applying new methodological approaches and cross-country comparisons. The third specific objective is that GRP researchers enhance their communication and dissemination skills during the course of the project.

3) Impact

The wider objective is that decision-makers on education, water management and infrastructure in the public and private sectors consider the GRP research findings on effective public service delivery in order to make more informed decisions. The spill-over effect, affecting the capacity of the host organization, will also be considered here as an internal impact.

3.3. Units of analysis

In order to evaluate the project in the Latin American countries, the main units of analysis to assess the level of achievement of the project's objectives are the principal investigators, who have been working directly on the project. Due to that, most of the evaluation tools used (interviews and surveys) are primarily targeting them. The principal investigators that participate in the GRP from the Latin American countries are the following:

- *Miguel Jaramillo*, principal investigator from GRADE (Peru). He holds a PhD in History. He has been a professor and a consultant for different Ministries of the Peruvian government. His main research areas are labour economics, social policies and institutional analysis.
- *Lorena Alcázar*, second principal investigator of the team from GRADE (Peru). She holds a PhD in Economics and is an experienced researcher, having worked in the World Bank and the Universidad del Pacífico, among others. Her main research areas are social, educational, health and decentralization programs, and fiscal policy.
- *Fabio Sánchez*¹¹, principal investigator of the team from CEDE (Colombia). He holds a PhD in Economics and is a tenured professor at the Universidad de los Andes. His main research areas are education, economic development, labour economics and economic policy.
- *Denise Vaillant*, one of the principal investigators of the Uruguayan team. She is professor at the Universidad ORT in Uruguay and director of the Education Centre of this university. She holds a PhD in Education.
- *María Ester Mancebo* is the second principal investigator of the Uruguayan team. She is Professor at the Political Sciences Department of the Universidad de la República in Uruguay. She holds a PhD in Human Sciences.

¹¹ Mónica Pachón, co-coordinator of the Colombian research team is not included in this report but will be included in the final GRP evaluation.

4 - Findings in relation to outcomes

The following section will present the findings of the evaluation based on the surveys, interviews and desk research. The analysis will be subdivided per evaluation criteria.

4.1. Efficiency

The following section assesses the efficient implementation of the GRP project as well as the organisational support by GDN. An important issue regarding the implementation of the project is whether resources available were used efficiently, with the adequate operational support and producing the expected outcomes. The following table will give an overview of the rating of the evaluation indicators:

Country		Colombia	Peru	Uruguay	
Organization		CEDE	GRADE	Universidad Ort	Universidad de la República
Principal Investigator		Fabio Sánchez	Lorena Alcázar and Miguel Jaramillo	Denise Vaillant	María Ester Mancebo
Objective	Indicators				
3. Efficiency - Operational Objectives	3.1. Outputs produced according to budget	n.d. ¹²	●	●	●
	3.2. Outputs produced according to deadlines	●	●	●	●
	3.3. Outputs produced as foreseen in the contract	●	●	●	●
	3.4. Organisational support received at:				
	Proposal stage/preparing contract	●	●	●	●
	Administrative issues	●	●	●	●
	Workshops	●	●	●	●
	Mentoring activity	●	●	●	●
	Dissemination	●	●	n.d.	●
	Other	●	n.d.	n.d.	n.d.

Table 1 Scoring evaluation indicators on efficiency

¹² n.d. stands for no data available.

4.1.1. Budget

Some discrepancies can be identified between the original estimated budget and the final expenditure. Peru had a balance of more expenses than originally budgeted. This was mainly due to higher expenditures in the qualitative fieldwork, data collection and the salaries of the research assistants. On the other hand, although within the initial budget, Uruguay has significantly overspent on the amount budgeted for some of the items considered, especially salaries, publication and dissemination.¹³

	GRADE (Peru)				Uruguayan team			
	Initially budgeted	Actual expenses incurred	Actual expenses as a % of the initial budget	Difference in % (+ over expenditure / - under expenditure)	Initially budgeted	Actual expenses incurred	Actual expenses as a % of the initial budget	Difference in % (+ over expenditure / - under expenditure)
Salaries/ fees of the main researchers	\$28.000	\$26.113	93,26%	-6,74%	\$24.000	\$26.853	111,89%	11,89%
Salaries/ fees of the researcher assistants	\$12.000	\$12.810	106,75%	6,75%	\$16.000	\$17.026	106,41%	6,41%
Other direct costs	\$19.800	\$22.004	111,13%	11,13%	\$16.300	\$12.230	75,03%	-24,97%
Indirect costs	\$6.600	\$6.032	91,39%	-8,61%	\$8.445	\$8.636	102,26%	2,26%
Total	\$66.400	\$66.959	100,84%	0,84%	\$64.745	\$64.745	100,00%	0,00%

Table 2 Budget overview for the grantees from Peru and Uruguay

As can be deduced from the chart, even though the themes stayed more or less within the total budget, the teams have changed the budget allocation among the different items. According to GDN feedback, there are only limited control mechanisms with regard to budget implementation. The project manager noted that there were limits on over/under expenditure. Reallocations of funds between specific budget lines were applied in agreement with the GDN. The reason to do so depended on the grantee's individual needs. For example, a think tank might be

¹³ Information about Colombia's fund utilisation statement was not available.

more interested in allocating funds to dissemination than a different type of institution. In the end, the GDN ensured that every team allocated 15% of the budget to dissemination, and that they received training on how to effectively implement this.

This raises the question whether this way of allocating funds is efficient, and if the project management should establish stronger control over budget implementation. On the one hand, making grantees account directly to project management for every discrepancy in the budget could prevent potential misallocations of resources. In this way, the management of the project would control the expenditures, avoiding possible opportunism in budget allocation by the grantees. On the other hand, some flexibility could benefit working relations and the ability to adapt to unforeseen situations during the course of the project. However, in order to ensure some control it is key to set strict (re-) allocation limits and communicate clear guidelines to the grantees.

4.1.2. Timeliness

Uruguay is the team that best achieved to meet project deadlines at every stage. Peru had some problems with delivering the final report and carrying out the publication and in-country dissemination, whereas Colombia had delays only in the latter. Peru's causes for this are problems with accessing the data needed and building a proper database for the research. This is also reflected in the over-expenditure of the budget and was confirmed by the host organization during the evaluation interview. The Peruvian grantee commented that it might be useful for future projects that the GDN provides additional guidance and support in retrieving data, as well as anticipate the delays when establishing the timelines.

'There were delays in the process of collecting necessary data from public sources and unexpected difficulties processing the databases, mainly. For dissemination activities delays related to finding appropriate dates for events and also delays in translation and editing processes.' – *Peruvian team*

Matthias Krause, member of the management team, also acknowledged the difficulty of meeting deadlines when having to deal with field research, data collection, etc., although affirmed that these delays were not critical. The project manager, Ramona Angelescu, highlighted the dependency of some of the projects on outside factors, like local elections when trying to get information in different municipalities as well as 'force majeure' such as natural disasters.

4.1.3. GDN project support

When talking about the support received from GDN, generally all the teams were

'We received great support with material, and the seminars proved to be particularly useful. We felt supported at all time. Technical support during research process was excellent. Regional and international workshops allowed our team to improve the quality of the research.' – *Uruguayan team*

highly satisfied. Administrative issues, dissemination activities, technical comments on the proposal and at the stage of preparing the contract, were appreciated. One of the researchers pointed out that

initial papers and definitions of governance and other relevant issues should have been clearly defined since the very beginning. The perceived lack of precise definitions marked the development of the whole project. According to the researcher this was evident in the fact that when discussing conclusions at the last stage, the debate about original definitions came up again.

Technical workshops, mentoring and other GDN support was highly valued by the researchers, particularly the comments on the reports by mentors and project coordinators. The workshop in Lima, written material support, Skype calls and fluent communications are some of the examples given by the Uruguayan team to support this. However, one team also expressed that occasionally there was 'excessive support'. Elaborating on this, it was explained that the project was a 'mixture' of an academic and a consulting research project, combining the duties of both (accuracy of an academic research, but also meeting targets, handing in many reports, etc....). Moreover, the project administrative deliverables were seen as occasionally inconvenient in times of need to intensively focus on core research activities. Although the workshops and seminars organized were highly valued, some concerns were voiced with regard to the quantity and length of events.

'The coordinator of the project, the invited experts and academicians were very insightful and helpful in the different workshops.' – *Colombian team*

Below, a table is presented with the global and regional workshops organised by the GDN, in which the Latin American countries were present (table 3).¹⁴ In this way, an overview is given of the workshops undertaken and the issues discussed in these. As shown in the aspects treated, support has been given by the GDN in dissemination matters (stakeholder mapping, strategies for communication and outreach, etc.). The project manager also acknowledged this support.

The GDN project manager commented on other kinds of assistance offered by the GDN regarding the dissemination. For instance, support regarding policy briefs was offered. Grantees would send them the draft brief, which would be reviewed by experts from the GDN communication department. Feedback would be given to the grantees regarding the content and the layout. Besides, support in searching

¹⁴ Information provided by the GDN to the evaluator.

the adequate platform to disseminate would also be given. For instance, the global political science congress IPSA in Madrid was used for Colombia and the Philippines in order to allow the grantees to present their research.

Two grantees have greatly valued the interventions of the mentor. One grantee found the overall mentor support to be insufficient. Regarding the mentor's role in their research, almost all of them coincide that the figure of the mentor was comparable to that of an 'academic advisor' at very specific moments, rather than a proper tutor of the research. The coordinator of the project had an active role and perceived close contact with the teams. The coordinator was seen to provide valuable inputs. On-going mentoring rather than one-off involvement has been one of the recommendations made by the grantees.

Type of workshop	Date & Place	Participants		Main aspects treated
Global Research and Peer Review Workshop	September 2011 Paris, France	Grantees	18	<ul style="list-style-type: none"> - Presentations of the research teams - Discussions - Policy Outreach and Engagement Considerations
		GDN	5	
		Resource persons	9	
		Other participants	0	
		Total	32	
Global Research and Peer Review Workshop	June 2012 Budapest, Hungary	Grantees	28	<ul style="list-style-type: none"> - Presentations of the research teams - Project Completion & Outputs - Effective Research Communication (Stakeholder mapping) - Bilateral Meeting with Research teams (continued) (2 diff groups)
		GDN	4	
		Resource persons	5	
		Other participants	2	
		Total	39	
Regional Workshop SOUTH AMERICA	March 2011 Lima, Peru	Invited decision makers	17	<ul style="list-style-type: none"> - Presentations of the research teams (LAC) - Data Collection and Analysis - Presentation on Strategies for Communication and Outreach (CIPPEC) - Roundtable with Policy Makers Chair - Interactive one on one session with Technical Experts and Project Management
Regional workshop South America and Francophone Africa	April 02, 2012 Washington DC	Grantees	7	<ul style="list-style-type: none"> - Conceptual framework, research methodology & data sources - Presentation of the research results
		GDN	3	
		Other participants	26	
		Total	36	

Table 3 Overview of the global and regional workshops

Peer reviews, peer learning to understand different country contexts, understanding of the sector/governance/accountability and research skills in the workshops are all highly valued by all the researchers. The project management stated that peer reviews were not only done by the assigned mentor, but also by other external participants, colleagues of other grantees, etc., who would participate in the workshop discussions. Moreover, two external peer reviewers were contracted in order to receive an independent assessment and audit on the quality of the studies. This was used to get to know which reports were of sufficient quality to be published in a book.

However, in contrast, when talking about communication skills in the workshops, the average survey score is medium. This goes in line with the rating of the networking quality, which is medium-low. When discerning about the reasons, all the teams agree that interaction between countries was very limited, due to differences in topics and sociocultural and institutional conditions. As a result, grantees did not feel that further collaboration beyond the interaction during the events would be likely to crystallize. One grantee points out that receiving the papers and presentation in advance, before the actual workshop, would be really helpful. This would allow the teams to prepare well, and make useful comments to other teams. One recommendation was made to appoint a 'promoter' in charge of enhancing interregional communications. Another grantee recommended the establishment of some kind of partnership among different teams dealing with similar issues. This would allow strengthening communication.

To sum up this section, the evaluation has shown that the operational objectives (that the project has been implemented efficiently, that the value for money has been sufficient and that the organisational support has been adequate) have been largely achieved.

4.2. Effectiveness

The following section measures to what extent the project has contributed to achieving the specific objectives vis-à-vis the principal investigators. Moreover, this section will look at the feedback received from the mentor¹⁵ in subjects regarding the performance of the principal investigators.

¹⁵ For this evaluation we will for now only assess the feedback of one of the mentors. The second overall programme mentor's feedback will be included for the final evaluation.

The following table will give an overview of the rating of the evaluation indicators:

Country		Colombia	Peru	Uruguay	
Organisation		CEDE	GRADE	Univ. Ort	Univ. de la República
Principal Investigator		Fabio Sánchez	Lorena Alcázar and Miguel Jaramillo	Denise Vaillant	María Ester Mancebo
	Indicators				
2. Effectiveness - Specific Objectives	2.1. Increased understanding of the task of Pls:				
	Knowledge of the subject	● ●	● ●	● ●	● ●
	Grants received	● ●	● ●	●	●
	Peer reviews	●	●	●	●
	Articles, newsletter, presentations...	●	●	●	●
	2.2. Increased research skills of the Pls:				
	Research methods	● ●	● ●	● ●	● ●
	Statistical analysis	● ●	● ●	● ●	● ●
	Multidisciplinary research	● ●	● ●	● ●	● ●
	Cross country / cross sector research	● ●	●	● ●	● ●
	Qualitative research	● ●	● ●	● ●	● ●
	Mixed methods	● ●	● ●	● ●	● ●
	2.3. Increased communication and dissemination skills of the Pls:				
	Professional visibility	● ●	● ●	● ●	●
	Ability to extract policy recommendations	● ●	●	● ●	●
	Introduce policy recommendations into policy debates	● ●	●	● ●	●
	Communication skills	● ●	●	● ●	●
	Networking	● ●	● ●	● ●	●
	Active dissemination	●	●	●	●
	2.4. Increased skills of other researchers participating in the project		n.d.	n.d.	●

Table 4 Scoring evaluation indicators on effectiveness

4.2.1. Improved understanding

The researchers were asked to assess their understanding and knowledge of the subject investigated during the GRP project. Following this, the researchers were also asked to what extent any improvements were related to the project. All grantees considered that their core knowledge and basic understanding of key concepts, issues and history on the research topics were of a high level. At the same time, they believed that the improvements experienced were highly related to the activities elaborated in the GRP project. One of the Uruguayan researchers assessed initially personal knowledge and basic understanding of key concepts related to the research topic of the GRP as medium. During the follow-up interview, the researcher stated that the project definitely added value on the research level. This was for example shown by the positive feedback received by colleagues.

The GRP project has on two occasions supported fundraising capacity. Colombia managed to obtain a grant to further develop the conducted research and convert this into a study equipped for a scientific journal. Peru received an invitation to tender for a project related to the GRP research topic. All three grantees confirmed the interest to further explore fundraising opportunities in order to continue the research.

The productivity of the different grantees during the GRP project differs. In fact, while two of the grantees limited themselves to developing one or two working papers, policy briefs and media articles, the grantee from Uruguay has produced working papers, articles in journals, news items in the organisational bulletin, policy briefs, media articles and conference papers. The cross-country focus of the grantee in analysing governance systems in Uruguay and Chile seems to have impact on the visibility of findings.

The activities organised by the different grantees in light of the GRP project have been scored 'high' to 'very high' in terms of quality of interaction.

The first specific objective, which is that GRP researchers improve their understanding of the conditions for effective public service delivery, has been achieved. All the researchers confirmed the added value of the project to their personal and professional development, both related to the knowledge of the subjects and the techniques used in research. It has to be taken into account that the researchers engaged in the GRP project parted with already significant experience. One strong aspect of the project has been the opportunity to support junior staff in developing understanding of the conditions for effective public service delivery.

'There has been an increase in the knowledge of the field without any doubt, not only for us directly, but also in the organizations and the networks we belong to' -
Uruguayan team

4.2.2. Enhanced research skills

The researchers were asked whether the GRP project improved their research skills. Regarding the use of research methods and techniques, all three grantees assessed their skills of a high level. The follow-up interviews showed that the researchers did feel their capabilities improved slightly given that they were already experienced academics. The Uruguayan team did point out the importance of the project to the development of research skills for other team members, such as PhD students and assistant professors.

‘The mix between economics and political science was a challenge, and a great experience.’ - *Peruvian team*

When asked whether their skills in multidisciplinary research improved, all grantees confirmed this, which was primarily related to the GRP project. The follow-up interviews with the researchers showed that the interaction between political scientists and economists was the prime instigator for this improvement. The mentor also acknowledged this positive multi-disciplinary approach. In fact, this outcome also coincides with the improvement observed in qualitative research skills. All grantees experienced improvement during the course of the project. This is considered to be linked to the interdisciplinary approach of political science and economics.

The Colombian and Peruvian team did not engage in cross-country research. The Uruguay team compared governance systems between Uruguay and Chile. The GRP strongly contributed to the application of this type of research. Colombia and Uruguay entered into cross-sector research. For example, Colombia analysed governance mechanisms in the education and water sector.

To sum up this section, the evaluation has shown that the second specific objective, i.e. GRP researchers enhancing their research skills by applying new methodological approaches and cross-country comparisons, has been achieved. Especially the multidisciplinary approach has motivated the researchers to combine research methods and improve their skills.

4.2.3. Enhanced communication skills

The researchers were asked to rate their communication and dissemination skills and indicate to what extent improvement were related to their participation in the GRP.

The grantee from Colombia enjoyed high professional visibility amongst peer groups, policy makers and the press. The researcher indicated that visibility related to the project still has to materialise, and will probably do so as soon as the report will be published. An exception has been the team’s successful media

outreach. The Colombian team managed to reach important national and international press, respectively *Portafolio* and *Le Monde*,¹⁶ on the findings of their GRP research.

All three grantees claimed that the GRP research conducted allowed them to extract policy recommendations, which subsequently were introduced in the policy debate. The Colombian and Peruvian teams stated that the adoption of their research recommendations into the policy debate was rather difficult. Success was higher when addressing peers coming from academia and think tanks. Moreover, feedback from local, regional and national administrations found its way to the debates. However, the local elected officials seemed to be more difficult to reach, especially in the case of Peru, in which the combination of water management and participatory budgeting did not necessarily meet with the interest of mayors.

The Uruguayan team highly valued the networking and communication activities conducted in light of the GRP project. This is also reflected in the high productivity of publications and events as seen in section 4.1.1. The Colombian counterparts had some doubts as to whether their networking and communication skills improved during the GRP project. They indicated that the interaction with the different GRP partners inside and outside the region was fruitful during the various conferences organised by GDN. At the same time, the grantees reckoned that the fact that they were engaged in researching different areas made it difficult to crystallise further collaboration. Also the institutional differences between countries did not facilitate further interaction.



Image 1 Dissemination event of the Uruguayan team in Santiago de Chile

When assessing the dissemination strategies used by the three grantees it shows that the distribution of papers to policy-makers is valued most, as well as discussing ideas with policy-makers. Except for Uruguay, the grantees did not engage in social media outreach, which indicates that the dissemination is less focussed on the general public.

Besides, Uruguay did mention that the effect of dissemination through social media is not necessarily fruitful. Colombia recommended that GDN could support the teams by providing more information related to international seminars and conferences outside the GRP. Uruguay commented that the involvement of GDN in national dissemination efforts could remain limited given that the research teams have a better understanding of the local conditions.

¹⁶ LE MONDE (2012) La capacité à lever l'impôt, facteur de développement local [WWW]. Available on: http://www.lemonde.fr/economie/article/2012/08/27/chronique_1751668_3234.html [Accessed on 26/02/2013].

Overall, this evaluation shows that the third specific objective, i.e. GRP researchers enhancing their communication and dissemination skills during the course of the project, has been partially achieved. The value of the international workshops and conferences has been recognised by all grantees. However, the dissemination activities remained limited to addressing local decision-makers. The grantees did not expand their target audience beyond the principal decision-makers and academia.

4.2.4. Mentor

For this evaluation the view of one of the mentors of the three Latin-American grantees has been analysed. The mentor explained the focus of his role in the project by dividing this in two sub-objectives:

- to promote the researchers to think in a comparative perspective
- to ensure focus in the debates on the research progress made by the teams

The first meant that the mentor focussed on introducing a different layer to the kind of research normally conducted by the three grantees. In general this means that the mentor promoted a political science and public administration research discipline against the grantees' economics research background. These efforts have been confirmed by the surveys and interviews with the researchers.

The second objective refers to the mentor's role during the joint events organised in light of the GRP project. The mentor participated in various international conferences and aimed to provide feedback on the research results.

The impact of the project is hard to measure. However, the mentor states that the general level of research in the three countries involved is of high quality. Besides, the vast experience of the researchers was noted.

The mentor considers that the GDN's institutional focus is important when promoting research in Latin America. Given that the Inter-American Development Bank is an important donor, economics research is often promoted. The GDN 'innovated' with the GRP by introducing an institutional and political science perspective to the research outlook. Another important comment according to the mentor was the professional role of GDN's project management team.

4.2.5. Quality assessment: peer reviews

When the final research reports were finished, peer reviewers were in charge of assessing the quality of the papers. In this section, an overview will be given of the main results of these peer reviews for the Latin American countries.

- *'Does Participatory Budgeting have an Effect on the Quality of Public Services? The Case of Peru's Water and Sanitation Sector'* is the paper of the team from Grade (Peru). The peer reviewer highlights the excellence of this paper, commending the methodology used, the mix of quantitative and qualitative methods, and the structured and concise content. He/she also stated that the paper was potentially publishable in national journals, books, or working paper in its current format, and in an international paper with revisions.
- *'The Interplay between Political Competition, Local Fiscal Capacity and the Provision of Education and Water with Quality: a Municipal Approach, 1994-2009'* is the paper of the team of CEDE (Colombia). The peer reviewer valued the relevance of the issue dealt with in the paper. However, he/she remarks that the two-tiered research effort was too complex, and that maybe it would have been more successful if they have tightened it around perhaps the second branch of their research effort. With revisions, the paper is potentially publishable in books and working papers.
- *'Public Service Delivery in Basic Education: Institutional Arrangements, Governance and School Results in Chile and Uruguay'* is the paper of the Uruguayan team. The peer reviewer confirms the success of the team trying to square the relative simplicity or straightforwardness of governance-based explanations with the complexities of comparative empirical studies, although claims that some of these complexities should be pruned. According to his/her judgement, it could be published in a book after some revisions.

Below a graphic is presented where the marks given by the peer reviewer to the papers in different aspects of scientific merit are shown. The rating criteria are from 1 (very low) to 5 (very high).

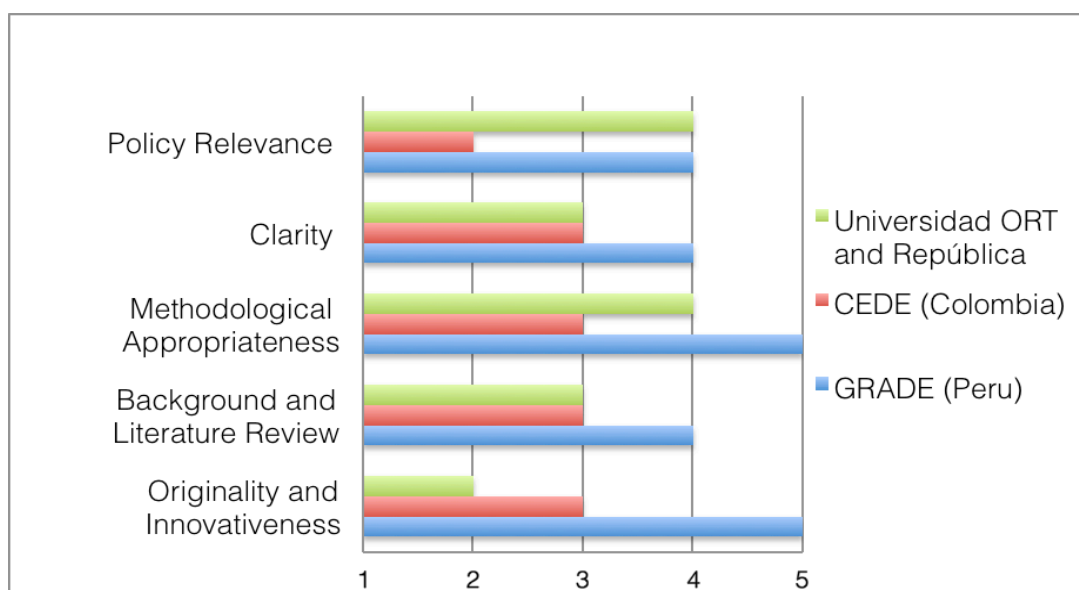


Figure 1 Quality assessment of the papers made by peer reviewers

4.3. Impact

The following section measures the wider impact of the GRP project. The main objective is to assess whether the findings of the research have allowed decision-makers on education, water management and infrastructure take more informed decisions. It has to be noted that the relatively short time between the finalisation of the project and this evaluation complicates measurement of this wider achievement. Therefore, for this evaluation there has been a focus on already identified impact on decision-making as well as possible future impact of the project.

The following table will give an overview of the rating of the evaluation indicators:

Country		Colombia	Peru	Uruguay	
Organization		CEDE	GRADE	Universidad Ort	Universidad de la República
Principal Investigator		Fabio Sánchez	Lorena Alcázar and Miguel Jaramillo	Denise Vaillant	María Ester Mancebo
	Indicators				
1. Impact - Wider objectives	1.1. Effective dissemination of GRP research	●	●	●	●
	1.2. Decision makers have been exposed to GRP outcomes	●	●	●	●
	1.3. Use of the media for dissemination	●	●	●	●
	1.4. Evidence of 'debates' in the sphere of decision makers focusing on public service models 'inspired' by GRP research	●	●	●	●
	1.5. Plan of dissemination established	●	●	●	●
	1.6. Prioritisation of recommendations	●	●	●	●
	1.7. Identification of target audiences	●	●	●	●
	1.8. Output accessible in institutions' website	●	●	●	●
	1.9. Output available in country's official language	●	●	●	●
	1.10. Increased visibility and capacity of the host organization	n.d.	●	●	●

Table 5 Scoring evaluation indicators on impact

The inputs of the directors of the host organizations will help assessing the internal impact of the project on the host organizations and measuring the extent to which the project spilled-over.¹⁷ All the grantees applied internal quality control through peer review and editing. The Uruguayan and Peruvian teams included also external quality review. Colombia is still in the process of doing so. Peru praised the peer review from the project coordinators.

4.3.1. External impact of the project

All three grantees have focused on political decision-makers as potential targets for research advocacy purposes. The Colombian team envisages meetings with municipality federations and aims to lobby mayors as the principal decision-makers on the local level. The Uruguayan researchers have approached political decision-makers and appreciated the level of interaction. The Peruvian team encountered difficulties in communicating with mayors and instead focused advocacy efforts on civil servants. The main reason is the sensitive position of local elected officials with respect to participatory budgeting procedures. According to the researcher they showed little interest because citizen participation is 'not convenient to them'. The civil service instead did provide substantial feedback to their research. The Ministry of Economy and Finance has been accessible and helpful to the Peruvian team. In fact, they announced reforms in regulation and assured the researchers that the recommendations would be taken into account.

'When results were presented to the Ministry of Economy and Finance, they said that they were in the process of making changes on the regulation of water, and they affirmed that the recommendations of the paper would be taken into account.' – *Peruvian team*



Image 2 Dissemination event of the GRADE team in Peru. Academicians and members of the Ministry of Finance and the Ministry of Housing of the Peruvian government attended this event.

¹⁷ For this evaluation we will for now only assess the spill-over of the GRP project to the Peruvian grantee GRADE and that of the Colombian one CEDE. The final evaluation will also contain feedback from the other host organization.

Academia was overall perceived as a strong stakeholder in the advocacy of the GRP research findings and recommendations. Interaction with academia is highly valued as well as the exchange with think tank organisations. Colombia stressed an important collaboration with the organisation Fedesarrollo¹⁸ that resulted from the GRP project. An event organised with this organisation resulted in a two-hour debate on the opportunities of the research recommendations. Civil society participated particularly in the debate surrounding the recommendations resulting from Peru's research. Uruguay also interacted with civil society actors as well as with the private sector. The latter resulted in some constructive feedback on their work. There has been some use of media but it seems that this outreach was sporadic and not 'aggressively' pursued by the grantees.

All three grantees planned actively the dissemination of research results. The

'We planned future dissemination, like participating in the Public Choice Conference in April 2013 in Zurich, and the Seminario de los Andes' – *Colombian team*

Uruguayan team informed that as soon as the formal publication comes out, it will be distributed among decision-makers. Moreover, they intend to organise an additional workshop in Uruguay and attempt to capture funds for a similar

event in Chile. Traditionally there is good interaction between the academic world and decision-makers in the educational sector. Since the 90s this regulation was primarily developed by academia. This does not however imply that the team's research recommendations and findings will be adopted.

In all three countries there is a healthy research environment according to the SCImago Country Rank¹⁹. This is a tool that includes country scientific indicators developed from information contained in the Scopus® database. In this ranking, Colombia ranks 52nd place in the world when looking at the number of science documents published in 2011. Peru ranked 73rd and Uruguay 77th. The evolution of the number of scientific documents published has followed a positive trend for the three countries from 2009 to 2011.

The latest SCImago Country indicator shows the percentage of documents representing international collaboration. From 2009 to 2011 the indicator has stayed more or less stable for the three countries. However, surprisingly, the country with more international collaboration is Uruguay (which was 72,04% in 2004), followed by Peru (64,92% in the same year) and Colombia (50,19%). SCImago also offers us a similar tool for evaluating institutions, such as universities and other research-focused organisations.²⁰ From the Latin American countries, only the Universidad de los Andes (Colombia) and Universidad de la República (Uruguay) appear in the ranking.

¹⁸ Fedesarrollo is a prestigious research organisation on political-economic and social issues. More information can be found [here](#).

¹⁹ SCImago (2007) SJR — SCImago Journal & Country Rank [WWW] Available from: <http://www.scimagojr.com> [Accessed 01/03/2013].

²⁰ SCImago (2007) SCImago Institutions Rankings [WWW] Available from: <http://www.scimagoir.com/index.php> [Accessed on 01/03/2013].

	Country	Documents	Citable documents	Citations	Self-Citations	Citations per Document ²¹	H index ²²
1	Brazil	391,589	378,540	2,884,793	965,615	9.96	285
2	Mexico	144,997	140,713	1,174,802	259,075	9.83	216
3	Argentina	105,216	101,695	1,027,553	230,483	11.11	206
4	Chile	58,768	56,934	592,148	115,648	13.13	181
5	Colombia	28,817	27,869	189,361	29,917	10.46	122
6	Venezuela	24,266	23,605	182,413	26,964	8.38	123
7	Cuba	21,879	21,131	107,061	25,243	5.57	86
8	Puerto Rico	9,862	9,618	129,670	10,292	15.08	119
9	Uruguay	8,375	8,100	94,672	13,999	14.09	99
10	Peru	7,516	7,125	81,826	9,195	14.65	98

Table 6 SCImago country ranking top 10 for Latin America (1996-2011)

The wider objective, which is that decision-makers on education, water management and infrastructure in the public and private sectors consider the GRP research findings on effective public service delivery in order to make more informed decisions, has been up until this moment achieved. The grantees focused primarily on civil servant decision-makers and encountered some difficulties engaging political decision-makers. Besides interaction with academia, all three teams did not actively engage other target audiences such as citizens, media and the private sector. Whether the long-term impact of the GRP research crystallises depends largely on continuity of research advocacy post-GRP project. All three teams indicated interest in maintaining current visibility but could not guarantee resources for further follow-up activities.

4.3.2. Donor of the project in Latin American countries: Inter-American Development Bank

The Inter-American Development Bank is the leading source of development financing for Latin America and the Caribbean, providing loans, grants, technical assistance and research. The IDB provides in this case funding to the GDN for the Latin American countries and is involved in research as well as coordination activities of the project. The GDN is the final organization in charge of delivering the deliverables, organising workshops, etc.

Matthias Krause is an economist working at the IDB section on Water & Sanitation, and has been closely involved in the whole development of the project. His role as part of the project management, steering committee and as a technical advisor was key for the Latin American countries, as some of the grantees stated.

²¹ Average

²² Country's number of articles (h) that have received at least (h) citations.

During the interview, Krause provided information on the development of the project, which partially has already been included in the previous objectives described in this report. Our focus now is on the possible impact of this project on the IDB. Krause commented that the IDB has a line of research on governance in the water and sanitation sector. The GRP project is a contribution to their research. He explained that they are currently preparing a study closely related to the project's research results, in particular those of the Colombian study. However, he admitted that, since this is not a major line of work of the division, it is hard to get funding for it. Two of the three Latin American studies were also published in the IDB working paper series.

'Krause gave positive support, giving valuable inputs' – *Peruvian team*

Krause explained that the work conducted in the GRP project strongly complements the research activities of his organization. He also mentioned that from a practical point of view, the IDB aims to use this research in order to guide their more operational activities. It is therefore, recommendable for the GRP project to focus strongly on the practical side of the research conducted. Given that the project could result in actual implementation through the IDB counts as a strong tool for reaching wider objectives.

4.3.3. Internal impact: Spill-over to host organisations

For this evaluation a telephone interview with the director of the host organisation from Peru has been conducted. Moreover, written feedback from the Colombian host organisation has been received. The objective was to analyse the potential spill-over effect of the GRP project from the research team to the host organisation in general.

According to the interviewed director of the Peruvian host organisation, the project strongly complemented the area of work conducted in general. Great value was placed on the innovative approach of the project in which for the first time research was conducted on participatory budgeting and governance systems on water management. These areas of research prior to the GRP project were entirely separated and applying this form of budgeting to the water sector allowed the organisation to conduct multidisciplinary research as well as mixed methods. The focus on local institutional and political governance was a second successful aspect of the GRP project according to the host organisation. It is expected that the organisation is going to develop more research projects in the field of public service delivery governance and participatory budgeting. The mixed methods research methods promoted through the project were highly valued by the

'Methodology is very creative: it uses administrative data and complements this with a qualitative part... it combines two methodologies in one project. It was an innovative research, which has opened the way for further research' – *Director of the Peruvian organization GRADE.*

Colombian host organisation, which stated that this focus would be prioritised in future research activities.

With regards to the international focus of the GRP project, the Peruvian host organisation complimented the support of the Global Development Network and their professional project management approach. The activities allowed the host organisation to increase national and international visibility and open up roads for more fundraising.

The impact of the study is according to the host organisations difficult to assess

'We have received some requests aiming to get access to the report, due to its relevance and momentum, which is very positive for the authors, CEDE and other researchers in the centre in terms of visibility and dissemination capacity' - *Director of the CEDE, Colombia*

given the short time between the finalisation of the study and this evaluation. Nevertheless the Peruvian researcher managed to open up the debate on participatory

budgeting. The Colombian host organisation received various positive comments about the organisation's research team.

5 - Conclusions and recommendations

The GRP project for the three Latin American countries (Peru, Uruguay and Colombia) has reached its objectives. The wider objectives have been met to this date. However, it is needed to continue advocating the research findings and recommendations in order to also ensure future impact. This evaluation also shows that the specific objectives of the project have largely been achieved. The researchers have perceived an increase in their understanding of the research. Also they confirmed that research skills improved, with a special focus on multidisciplinary research and the use of mixed methods research. The operational objectives have encountered some difficulties, which however did not jeopardise the implementation of the project. These difficulties have been minor and can easily be addressed for future projects.

Below, the summary of the average rating of the project for all the objectives is presented. When the principal investigator has not rated the skills in relation to the GRP, this has been considered as an indication of low influence of the project to the development of that skill. The results are the following:

Efficiency

		Average rating of the project in LAC
3. Efficiency - Operational objectives	3.1. Outputs produced according to budget	●
	3.2. Outputs produced according to deadlines	●
	3.3. Outputs produced as foreseen in the contract	●
	3.4. Organisational support received at:	
	Proposal stage/preparing contract	●
	Administrative issues	●
	Workshops	●
	Mentoring activity	●
	Dissemination	●
	Other	●

Table 7 Summery scoring evaluation indicators on efficiency

Effectiveness

		Average rating of the project in LAC
2. Effectiveness Specific Objectives	2.1. Increased understanding of the task of PIs	
	Knowledge of the subject	● ●
	Grants received	● ●
	Peer reviews	●
	Articles, newsletter, presentations...	●
	2.2. Increased research skills of the PIs	
	Research methods	● ●
	Statistical analysis	● ●
	Multidisciplinary research	● ●
	Cross country / cross sector research	● ●
	Qualitative research	● ●
	Mixed methods	● ●
	2.3. Increased communication and dissemination skills of the PIs	
	Professional visibility	● ●
	Ability to extract policy recommendations	● ●
	Introduce policy recommendations into policy debates	● ●
	Communication skills	● ●
	Networking	● ●
	Active dissemination	●
	2.4. Increased skills of other researchers participating in the project	●

Table 8 Summary scoring evaluation indicators on effectiveness

Impact

		Average rating of the project in LAC
1. Impact Wider objectives	1.1. Effective dissemination of GRP research	●
	1.2. Decision makers have been exposed to GRP outcomes	●
	1.3. Use of the media for dissemination	●
	1.4. Evidence of 'debates' in the sphere of decision makers focusing on public service models 'inspired' by GRP research	●
	1.5. Sustainability of outputs	●
	1.6. Plan of dissemination established	●
	1.7. Prioritisation of recommendations	●
	1.8. Identification of target audiences	●
	1.9. Output accessible in institutions' website	●
	1.10. Output available in country's official language	●
	1.11. Increased visibility and capacity of the host organization	●

Table 9 Summary scoring evaluation indicators on impact

Finally, a list of recommendations for future GRP projects is presented:

Wider objectives

- The GRP project could focus besides research and communication on a third pillar, namely fundraising. Fundraising capabilities allow grantees to build organisational capacity, independence and ultimately ensure long-term impact of GDN funded projects.
- The GRP project should strengthen its focus on the practical implementation of research recommendations in order to increase the likelihood of wider impact on policy-making.
- The GRP project could strengthen the role of the mentor in order to function more as a tutor/peer reviewer on a regular basis.
- The GRP project could further promote the diversification by grantees of target audience during communication and dissemination activities.

Specific objectives

- The GRP project could further strengthen international collaboration between the grantees. A 'promoter' could be appointed to further strengthen interregional cooperation.
- The GRP project could support grantees by stepping up efforts to inform them on research activities (such as seminars and conferences) outside the project.

Operational objectives

- Prior to the initiation of the project it is important to reach consensus on definitions and core concepts of the research.
- In the preparation of the project it is recommendable to clearly define the deliverables in order to ensure that grantees during the project do not experience 'project fatigue'.
- In the preparation of the project timeline it is recommendable to allocate more time to activities relating fieldwork and data collection in order to avoid delays.
- In the preparation of the project budgets it is recommendable to allocate more resources to data collection and fieldwork.
- For budget management it is recommendable to establish clear limits on budget allocation per budget line and effective control mechanisms to avoid opportunism by the grantees.
- The GRP project could support grantees in data collection activities outside the respective country.

Annexes

Survey

[insert survey]

Evaluation framework

[insert evaluation framework]

List of resources

1) Online survey

- Fabio Sánchez Torres
- Denise Vaillant
- Maria Ester Mancebo
- Lorena Alcázar

2) Interviews

- Fabio Sánchez Torres
- Denise Vaillant
- Maria Ester Mancebo
- Lorena Alcázar
- Miguel Jaramillo
- Ben Ross Schneider
- Martín Benavides
- Raquel Bernal
- Matthias Krause
- Ramona Angelescu

3) Desk research

- Governance Final Reports
- Workshops and Dissemination Events documents
- Consolidated Spreadsheet on team information, mentors, title of studies, etc.
- Consolidated Spreadsheet containing demographic information of all team members
- Governance Baseline Documents (with the exception of Colombia and Peru)
- Varieties of Governance M&E Baseline Report. Final Baseline Report
- Proposals of Teams
- Contracts of All Teams
- Governance Project M&E note
- Budget proposals
- Press releases produced during the project
- Overall Project Proposal