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# EXTERNAL EVALUATION OF GLOBELICS AND AFRICALICS ACTIVITIES



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# FOREWORD

## **Draft foreword for external evaluation**

This evaluation of the Globelics and AfricaLics network activities was commissioned by the Globelics Secretariat at Aalborg University in May 2014 and has been carried out by a group of external consults from Rambøll (Finland) under the leadership of Kimmo Halme.

The Global Network for Economics of Learning, Innovation, and Competence Building Systems (Globelics) is a global network of scholars who apply the concept of 'Learning, Innovation, and Competence Building System' (Lics) as their analytical framework. The network was initiated in 2001 in Aalborg and is especially dedicated to the strengthening of research capacity on innovation and development in the South.

The year 2015 will be an important year for the future direction of Globelics with main decisions being made regarding changes in leadership, secretarial functions and governance of the network. A draft Globelics constitution has been developed and steps are thus being taken towards formalising the Globelics network to the extent that this is necessary – without doing away with the strong elements of voluntary and informal contributions that have been a key strength of the network so far.

The present evaluation was commissioned as an input to this process of change, and in accordance with the agreement between Sida and AAU concerning support to the Global Network on LICs (Globelics) and the African chapter of Globelics (AfricaLics).

The evaluation focusses on activities supported by Sida while taking into consideration the fact that there are many activities conducted in Globelics and in the regional networks that are conducted without Sida funding. Referring to the full history of Globelics and not only to recent Sida supported activities makes it possible to capture impacts of activities that work themselves out in the long term and it gives a better understanding of how the Sida supported activities contribute to and fit into the overall Globelics enterprise. Finally, this way of evaluating the network activities make visible the considerable voluntary contributions made by various scholars to realize the various activities.

The Globelics and AfricaLics Secretariat would like to thank all those who contributed in various ways to the evaluation either by answering the online survey or participating in interviews and informal discussions with the external evaluators. We also want to thank the evaluators for trying to capture what is essentially a complex undertaking and shedding light on important issues for consideration by the network as decisions are taken on the future.

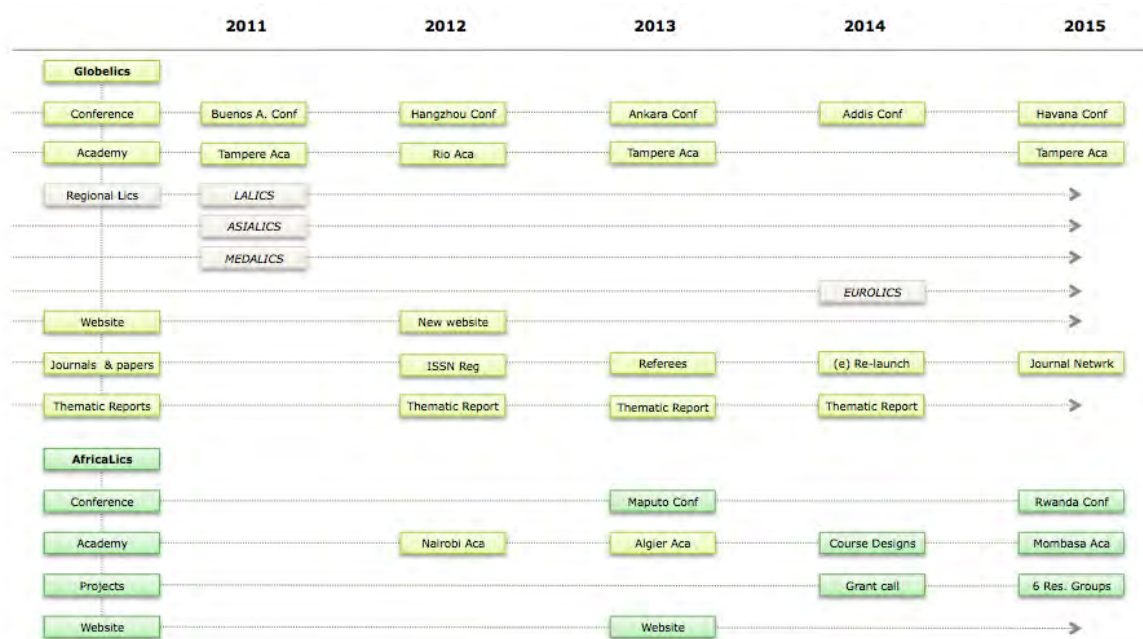
The final evaluation (to be submitted in March 2015) will be shared with the Globelics community at large through the web-page and will be discussed at the up-coming regional lics meeting in May 2015 in Copenhagen. We hope regional lics will also schedule discussions of the report e.g. in connection with scientific board meetings or similar.

Bengt-Åke Lundvall

Copenhagen, February 2015

## EXECUTIVE SUMMARY

The Global Network for Economics of Learning, Innovation, and Competence Building Systems (Globelics) is a global network of scholars who apply the concept of 'Learning, Innovation, and Competence Building System' (Lics) as their analytical framework. The evaluation was commissioned by the Aalborg University in accordance with the agreement between Sida and AAU concerning support to the Globelics and the AfricaLics. The main emphasis of the evaluation has been on the Globelics including the recent allocation for support to AfricaLics, whereas minor emphasis has been on other regional lics. During the evaluation period (2011-2014), the total investment has been Skr 15.9 million (Eur 1.7 million in February 2015).



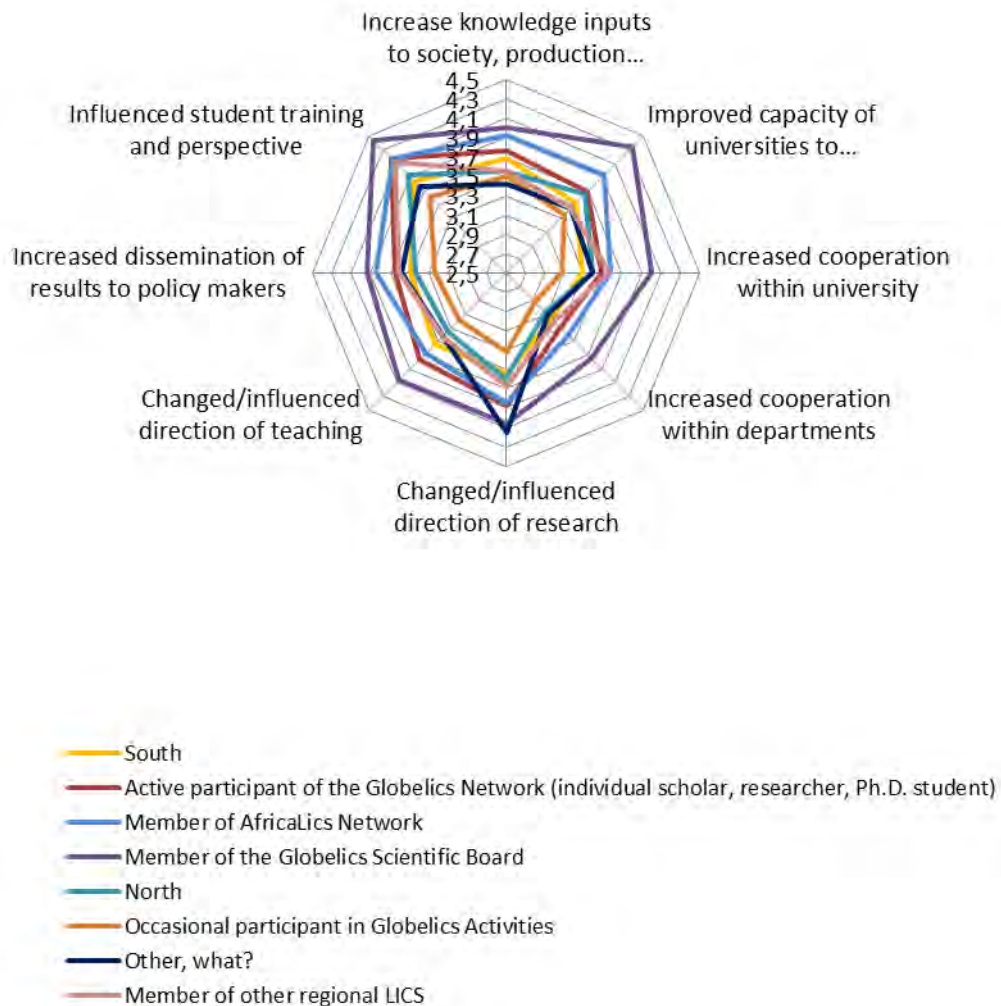
**Figure 1. Timing of Globelics and AfricaLics key activities (2011-2015).**

The analytical framework of the evaluation is based on the Globelics Theory of Change. The Globelics Theory of Change illustrates how networking leads to ultimate outcome (impact), which is to promote inclusive social and economic development in less developed countries. The most important medium for the change is people. The Globelics creates platforms for research training and North-South and South-South collaboration. A first level outcome is that scholars use these platforms and learn from others in situations of interaction and training.

A multimethod approach was used to evaluate Globelics and AfricaLics activities. The qualitative evaluation data have been collected through review of reports and relevant literature, interviews, online survey, case studies and workshops. The quantitative data were collected utilizing an online survey. The results of the interviews were in good agreement with the results of the e-survey.

Based on the evaluation data, the Globelics has been successful in reaching the outputs planned and the objectives on the average. The effectiveness has been high in capacity building and South-South as well as North-South exchange. The results showed that the conferences are the core of Globelics activities. The Globelics conferences were the most well-known activity among the survey respondents, followed by the Globelics website and the Globelics Academies. The conferences have a strong added value in networking, improving collaboration and cultivation of important contact. The Globelics Academies have strong added value in providing guidance to PhD students and young scholars and in research capacity building. Regarding all activities, the value added was lowest in contribution to policy-making in target countries.

The Globelics has had a major impact among researchers in developing countries and the network is well-recognised. Many key persons from developing countries have participated in the annual meeting when it has taken place in their country or region. The Academy has had a similar, very positive impact on young scholars.



**Figure 2. Impact of Globelics on varied activities by respondent group**

### Conclusions on Globelics

#### Relevance

- *The overall rationale and demand for the work of Globelics is evident, today perhaps more than ever. At the same time, the thinking and knowledge around inclusive innovation progresses and evolves quickly. While keeping loyal to its roots, it is equally important for the Globelics to stay abreast of development, explore new routes and adapt when necessary.*

#### Organisation and efficiency

- *Globelics has been well and efficiently organised. Much of its organisation is built on informal contributions by highly committed individuals. The various activities of Globelics are, almost without an exception, very successful. At the same time, there are areas for continuous improvement and adaptation as well.*

### *Sustainability*

- *Globelics is going through a period of transition, in which it needs to redefine its way of operation. It is important that the transition is well thought and planned. To this end, the application for extension of SIDA's funding until the end of 2016 is well timed, allowing more time for Globelics to complete its sustainability planning process.*

### *Impact*

- *Globelics has made an evident research contribution and important policy contribution, but its policy impact mechanisms are long. Ways should be sought to increase direct dialogue with policy-makers, without jeopardising research excellence or independence.*

### **Conclusions on AfricaLics**

- *AfricaLics is still in its early phases and it is somewhat premature to assess the results and impact of its activities. Instead, it is important to ensure the activities are well established, respond to needs and progress towards sustainability. The evaluation results support the perception that AfricaLics is progressing well.*

### **Recommendations for future development**

The following recommendations are made to ensure the positive and sustained development of Globelics and AfricaLics activities:

#### **1. Ensuring a swift handover and continuation of the positive spirit of Globelics community**

There has been an enormous amount of effort put to the establishment and development of the Globelics community over the time. It is an active research community with a positive working spirit, reflected also in the amount of shared responsibilities and voluntary contributions. The SIDA funded activities are an important element, if not instrumental to the operation of the network. The transition of the Globelics secretariat to Rio is one of the largest changes in the recent history of Globelics and ensuring this transition goes swiftly is of paramount importance. In this regard, the anticipated prolongation of the current SIDA project is much welcomed, as it would provide more time and resources for a good preparation of the transition and its follow-up activities.

#### **2. Working out a sustainable operating and funding model**

Over the years, the Globelics network and community has grown and expanded to new geographical regions, particularly with the establishment of new RegionaLics. At the end, this development reflects the overall relevance of the topics and the generally very positive experiences of participants at the various Globelics activities. The expansion of the network also means more coordination work, or at least the establishment of common rules for joint activities. **This work has already begun in the form of developing a common 'constitution' for Globelics.**

The growth and organisational development of Globelics also raises the question of a sustainable funding model. Many activities of the network are already independently funded, while its core activities are funded on project basis. SIDA has been instrumental for this, as well as the support from the Aarlborg University. Although this arrangement may well continue beyond the current project period, a more permanent basis could be sought. Defining a funding model for Globelics – which is sustainable and reflects the new form of operation – is an issue that should be carefully studied and considered in connection with the formulation of the new constitution and the allocation of network responsibilities (e.g. between new and current secretariats, or between Globelics and RegionaLics). This is also a good time to reflect whether the current legal entity type of Globelics is the most appropriate also in the future.

### **3. Earlier engagement of policy-makers and other stakeholders**

Globelics is doing a great job in creating new, societally relevant knowledge, as well as in educating young researchers for their academic and other careers. But Globelics could still do more in terms of contributing to better policy-making, and could also benefit itself from a more active dialogue with policy-makers (for example in terms of identifying new research topics). Our recommendation to this end is for Globelics to earlier and more systematically engage policy-makers and other relevant stakeholders (e.g. policy analysts, implementing agency professionals, who would benefit from the Globelics discussions) in Globelics activities. This could be done easiest in conferences (for examples non-academic commentaries, panellists,...) and would not mean compromising on the quality of research. To some extent this has already been a common practice in RegionalLics and AfricaLics.

### **4. Efficient and effective dissemination**

Globelics has generated a wealth of valuable knowledge and experience that is worth sharing and distributing efficiently and systematically. To a large extent this is already done through publications, journals, in conferences and through the various professional connections that Globelics participants have. It is perhaps just because this knowledge is seen so interesting and relevant that so many participants would like to see it also more efficiently distributed and utilised. Clearly the current website and journal series alone are not doing the job sufficiently. More (inter-)active use of (social)media and other methods of disseminations should be considered. Most importantly, Globelics should elaborate its communication and dissemination strategy, in which it identifies its relevant partners and target groups, and defines the best ways of relating to them.

### **5. Systematic building of AfricaLics and RegionalLics**

At the end, the real leverage of Globelics is generated through its spread arms – the AfricaLics and RegionalLics networks. They offer a good way of extending the reach, and the possibility of localising the knowledge and benefits of Globelics. A good balance needs to be found between the benefits of proximity and homogeneity of the geographical approach in RegionalLics, and the benefits of cross-regional exchange of experience, comparison and mutual learning in joint thematic activities. Today, there is a need to enhance the latter in Globelics; to develop cross-regional collaboration for addressing mutually relevant themes and issues, for example by establishing thematic groups or projects across regions.

Systematic building of regional research capacity is an essential function of AfricaLics (and RegionalLics). In the long run, this is best done in collaboration with local institutional partners in education and research. AfricaLics has actively been establishing such connections and integrating its functions with them. We would encourage AfricaLics to continue on this path and, eventually, work its way towards an operational model, which is financially and operationally sustainable after the SIDA project is completed.



# **1. BACKGROUND AND OBJECTIVE OF THE EVALUATION**

## **1.1 Background of the evaluation**

The Global Network for Economics of Learning, Innovation, and Competence Building Systems (Globelics) is a global network of scholars who apply the concept of 'Learning, Innovation, and Competence Building System' (Lics) as their analytical framework. In accordance with the agreement between Sida and AAU concerning support to the Global Network on LICs (Globelics) and the African chapter of Globelics (AfricaLics), Aalborg University commissioned an external evaluation of the activities conducted.

According to the Terms of Reference, the current grant from Sida for the Globelics programme of activities is due to finish between mid-end 2015 depending on the activity line. There are two main elements to this funding: the original Globelics Secretariat activities which are scheduled to end 30 June 2015 and the AfricaLics based programme of activities which are scheduled to end by the end of 2015. In December 2014, however, Aalborg University submitted an application to SIDA for the prolongation of the current funding of activities under Globelics and AfricaLics until the end of 2016.

## **1.2 Objective of the evaluation**

The purpose of the external evaluation is to document experiences and results from the activities of the Globelics as well as the activities of AfricaLics during the years of 2011-2014. The evaluation will also compile lessons learned and suggest recommendations for the future of Globelics and AfricaLics network activities and organisation.

The main emphasis of the evaluation was on the Globelics and the AfricaLics, whereas minor emphasis was on other regional lics. Regional Lics have been established in Africa, Asia, Latin America, Europe and the Mediterranean region (AfricaLics, Asialics, Lalics, Eurolics and MEDALics). Furthermore, Indialics and CICALICs have been established within Asialics.

The evaluation has covered the entire period of Globelics, but with the main emphasis on the recent years i.e. 2010 onwards including the recent allocation for support to AfricaLics. The evaluation has mainly focused on activities supported by Sida, but has also taken into account the other activities within the Globelics research network.

## **1.3 Evaluation questions**

Annex 4 presents the key evaluation questions according to the ToR and our proposed approach to the questions. The evaluation questions are built around the four OECD/DAC criteria (relevance, effectiveness, efficiency and impact). The activities of the Globelics network (conferences, academies, regional LICs, capacity development, coordination and policy influencing etc.) are evaluated against these criteria. The possible linkages (formal and informal) between Globelics as an overall network and what takes place under the regionalics have been investigated.



## 2. FRAMEWORK AND METHODOLOGY

### 2.1 Evaluation framework

The evaluation approach applied here is both developmental and engaging by its nature.<sup>1</sup> Special emphasis has been paid to the engagement of stakeholders in the evaluation process by using a range of methods including interviews, observations and workshops.

The figure below summarizes the general evaluation framework – the criteria, perspectives and anticipated outcomes. In this evaluation, the criteria of relevance and effectiveness are of major importance. For example, the criterion of relevance relates to the extent to which the objectives and activities are relevant to different target groups. The criterion of effectiveness relates to the extent to which the objectives have been achieved.

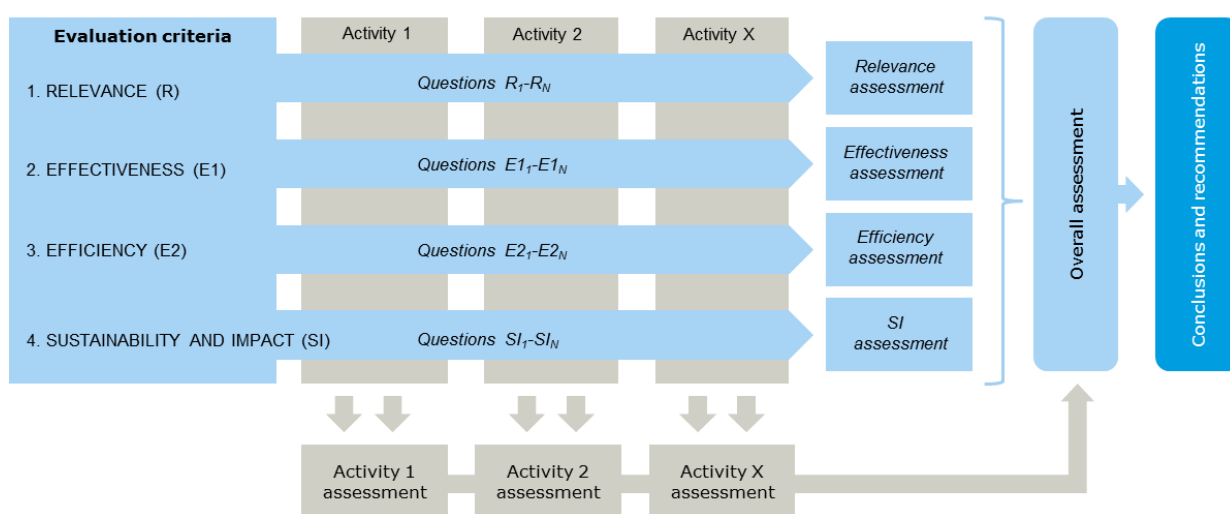


Figure 1. Evaluation framework.

The analytical framework of the evaluation is based on the Globelics Theory of Change, which is discussed in 3.1 (see below). We have adapted the analytical model – utilising the Globelics Theory of Change - for the purpose of this evaluation in the following way:

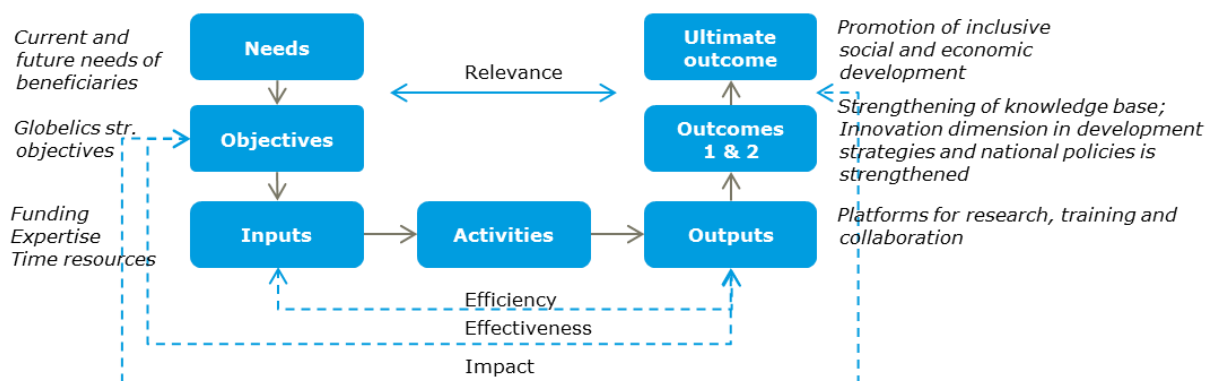


Figure 2. Analytical framework of the evaluation

<sup>1</sup> More on developmental evaluation see e.g. Patton (2010): "Developmental Evaluation. Applying Complexity Concepts to Enhance Innovation and Use". Guilford Press.

## 2.2 Applied methodology

A multimethod approach was used to evaluate Globelics and AfricaLics activities. The methodology is presented below. The qualitative evaluation data have been collected through review of reports and relevant literature, interviews, online survey, case studies and workshops. The quantitative data were collected utilizing an online survey.

### Document analysis

The aim of the document analysis was to give background information on Globelics and its activities. Work consists of the review of the existing documentation made available through the Globelics/AfricaLics secretariats and key partners as well as the relevant web-sites and their materials. **Specific focus on Globelics' impacts to national/donor policy documents.** In the beginning of the evaluation project, the evaluation team refined the analytical framework (2.1.) according to the client's needs and initial analysis of documents and available data.

### Interviews with key informants

The external evaluation has included semi-structured interviews. Altogether 31 persons have been interviewed and several of them more than once. All interviews, except one, have been conducted face-to-face. The interviewees have been key informants from the Globelics and AfricaLics secretariats, the Globelics Scientific Board, members of the AfricaLics Scientific Board, representatives of Sida, as well as other identified experts in regional and national networks. Most interviews were been conducted face-to-face in Addis Ababa and in Finland. The list of interviewees will be found the Appendix 1.

### Online survey

The aim of the e-survey was to collect expert judgments regards to the evaluation questions, focusing on the activities, organisation and added value of Globelics. A more detailed description of the survey questions is presented in Annex 2. The Globelics online survey was sent to 2064 respondents on the 3<sup>rd</sup> of October 2014. The target group consists of a contact database maintained by the Globelics Secretariat. The target group contains, among others, members of the Globelics and AfricaLics scientific boards, participants to the Globelics Networks activities, representatives of international donor organisations and members of the AfricaLics Network/participants in AfricaLics activities.

The survey was conducted with SurveyPal online questionnaire tool. The questions were directed in a way that each respondent group were only asked to answer the questions relevant to them. The survey questions included a number of specific questions on AfricaLics.

- Survey open between 3<sup>rd</sup> Oct – 16<sup>th</sup> Oct (2 reminders)
- Submitted to 2064 addresses from
  - GSB, SIDA + participants of various Globelics activities + GS database (incl. some duplicate addresses)
- Received 317 completed responses, plenty of open answers
- Response rate 15,4% (317/2064)
- With 90% confidence level, 4,25% margin of error (per 2064)

The survey respondents are presented by type of participation in Table 1. For further results of the e-survey see the Chapter 4.

**Table 1 Survey respondents by type of participation**

Total respondents	Of which participants to the Annual Globelics Conferences	Of which participants to the Globelics Academies	Of which participants to the AfricaLics Network
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Number of respondents	317	207	83	79
% of total respondents	100%	66%	26%	25%

### Mini-case studies

The objective of the case studies is to address questions related to the relevance and ultimate outcomes (impact) of Globelics. Cases are selected based on the analysis of phases 2-4. The key question is how Globelics and AfricaLics activities have benefitted the target groups and countries. The case studies include an analysis of relevant documentary materials, 1-2 interviews, analysis and reporting (final report). The five cases are: **1. Globelics Academy (Tampere), 2. Globelics website, 3. Journals (series), 4. AfricaLics Conference (Maputo) and 5. AfricaLics PhD Academy (Algiers).**

The approach is designed to cover efficiently a broad variety of Globelics activities. Hence, a large part of the analysis will be done on the basis of available documentation, and is essentially complemented with online Survey findings (i.e. data and open statements), as well as addressed in both generic evaluation interviews and in a 1-2 targeted interviews.

Individual cases have been described in a dense semi-structured format followed with a comparative synthesis of all five cases and their key lessons (see Chapter 4). The Table 2 describes the selection and rationale for case studies.

**Table 2. Selection and rationale for case studies**

Case	Relevance to evaluation	Key questions
Globelics Academy (Tampere)	Globelics Academy allows for indepth dialogue and processing of important research topics aside from Conference and journals. It is also important to assess how these functions support the Globelics objective as a whole.	What is the specific rationale and value of organizing the Globelics Academy in its current form? How is it interlinked and contributing to the rest of the Globelics activities / functions.
Globelics website	Communication and exchange of information over internet is increasingly important in research and for international networks.	How has Globelics utilized the web and what are the future anticipations? How well and in which way (which functions) has the website supported the network and its activities? Which functions could be further developed? What are the key lessons and future anticipations?
Globelics Working Paper series	Own working paper series may offer an important dissemination channel, a means for visibility and recognition, but there may be also other ways to organize these functions. Essential to assess how important this is to Globelics now and in the future.	How important is it that Globelics has its own journal series? How is it positioned among other series? How efficient is it as a function of the network? What are the key lessons and future anticipations?
AfricaLics Conference (Maputo)	AfricaLics conference is the largest joint activity of the AfricaLics and very much indicates the overall progress and success of AfricaLics development in every respect.	How well has AfricaLics taken off and what are the key lessons and future anticipations at this moment? Are there specific issues that should be taken more into account in the future development?
AfricaLics PhD Academy (Algiers)	The PhD Academy potentially offers a very concrete and targeted means to increase the research capacity of African participant countries. This is an important investment and its impact is important to assess.	How essential is this as a function? How well is it functioning? Are there ways to increase its coverage, efficiency or effectiveness? What are the key lessons and future anticipations?

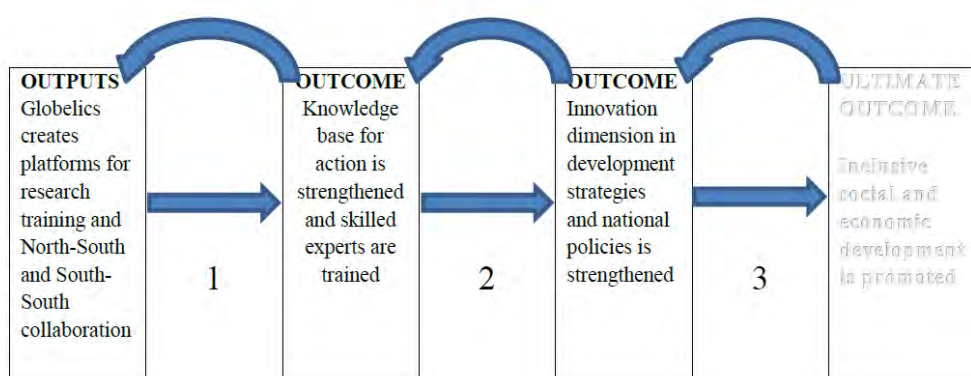
### Presentations and discussions

The evaluation included a total of four different trips (two trips to the Globelics Secretariat at Copenhagen, one trip to the Globelics Annual Conference in Addis Ababa and one trip to Sida in Stockholm). The preliminary results, conclusions and recommendations of the evaluation were presented and discussed at the meetings held in Copenhagen, Addis Ababa and Stockholm.

### 3. GLOBELICS AND AFRICALICS NETWORKS

#### 3.1 Background

The Globelics Theory of Change illustrates how networking leads to ultimate outcome (impact), which is to promote inclusive social and economic development in less developed countries. The most important medium for the change is people. Globelics creates platforms for research training and North-South and South-South collaboration. A first level outcome is that scholars use these platforms and learn from others in situations of interaction and training.

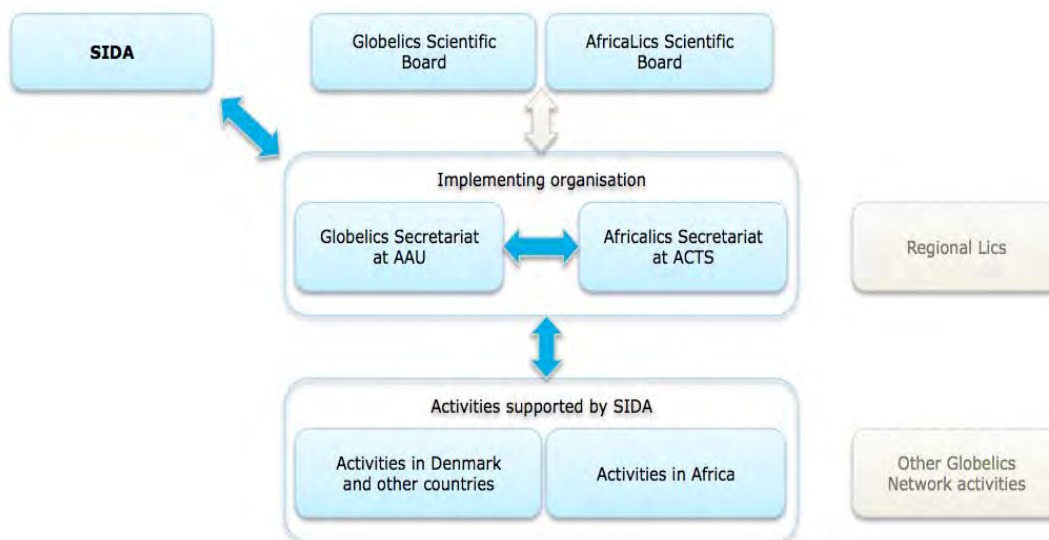


The evaluation team finds the Globelics theory of change (above) as a solid basis for the evaluation. However, the following methodological issues needed to be further addressed in the application of the model:

- In order to evaluate the relevance (and impact) criteria, **objectives and needs (strategy)** elements should be included in the model. This is also crucial for assessing the future role and objectives of Globelics and AfricaLics.
- Questions regarding the **relevance** (to beneficiaries) of Globelics and AfricaLics are of specific importance in developmental evaluation especially when considering the transitional phase of Globelics and the ongoing considerations about the future development of AfricaLics as a regional network.
- In order to evaluate the efficiency and effectiveness criteria, also **inputs** level should be included in the model (i.e. amount of resources needed to achieve the outcomes). This is important also to evaluate the **contribution of the Sida funding** to achieved outcomes.
- The evaluation should focus on assessing the links between the different levels. This can be addressed by various **assumptions** (i.e. what preconditions should be met to achieve the outcomes).
- Ultimate outcomes are difficult to grasp, but can be assessed by analysing the other levels of impact logic model (see Figure 2). In the Globelics network, the first level of outcome is that the scholars use the platforms of the Globelics and learn from others in situations of interaction and training. The ultimate outcome (impact) is socioeconomic development in less developed countries (Terms of Reference). If all the links from needs to outcomes are clear and evidence of outcome level results available, the evaluation can draw conclusions about **Globelics' contribution to ultimate level outcomes**.
- The most relevant level of analysis is the direct outcomes such as improved competence and learning of the network participants.
- **Knowledge** can be seen as both input and output of Globelics network. Therefore special focus should be on the measures and activities related to the dissemination of knowledge.

### 3.2 Organisational setup of the networks

The organisation of Globelics and AfricaLics is presented in Figure 3.



**Figure 3. Organisation of Globelics and AfricaLics.**

Originally the Globelics was established as an informal network drawing on the good-will and engagement of a range of senior scholars working in the field of innovation and economic development.

#### **Globelics**

The Scientific Board, which was established in 2002, has been responsible for discussing overall issues related to the development of the network on an ongoing basis through annual meetings and interaction by e-mail. Over the years, the Globelics Scientific Board has been extended by invitation to achieve gender balance and to ensure a wide coverage of regions and disciplines. Today it includes Abdelkader Djeflat, Anna Kingiri, Bart Verspagen, Bengt-Åke Lundvall, Birgitte Gregersen, Bitrina Diyamett, David Kaplan, Erkan Erdil, Erkki Kaukonen, Franco Malerba, Gabriela Dutrenit, Joanna Chataway, Jorge Niosi, Jose Cassiolato, Joseph K. Joseph, Judith Sutz, Keun Lee, Mammo Muchie, Rajah Rasiah, Susan Cozzens, and Xiaobo Wu.

#### **AfricaLics**

Africalics was founded in March 2012 in Dar es Salaam, Tanzania. The Africalics has two rationales: 1) A need to understand innovation and learning in the context of Africa – both from theoretical and practical perspectives, and 2) Given the fact that Africa lacks adequate capacity for the above purpose, a need for capacity building arose. The network should serve as a strong dynamo for capacity building in the specific field of innovation and economic development, both at the individual, institutional and country levels.

The network currently includes scholars from Algeria, Kenya, Mozambique, Nigeria, Senegal, South Africa, and Tanzania. The members of the Scientific Board of AfricaLics are following: Prof. Bitrina Diyamett, Dr. Anna Kingiri, Prof. Bengt-Åke Lundvall, Dr. Watu Wamae, Prof. Rasigan Maharajh, Prof. Abdelkader Djeflat, Prof. David Kaplan, Prof. Mammo Muchie, Dr. Rasmus Lema, Dr. Erika Kraemer-Mbula, Prof. Banji Oyeyinka, Prof. Alex Vera-Cruz, Dr. Boladale Adebawale and Dr. Tomas Kjellqvist.

## Regional Lics

A number of initiatives have been taken to start up regional networks within Globelics. These initiatives are organised in different ways and the main activities carried out by them are conferences, seminars and academies for Ph.D. research training. These networks typically combine an “inner circle” of local scholars with an “outer circle” of international scholars which contribute to events and research training. Regional Lics are mainly ‘self-organised’ finding funding within their own region.

Regional initiatives of Globelics have been developed in Africa, Asia, Latin America, Europe and the Mediterranean region (AfricaLics, Asialics, Lalics Eurolics and MEDAlics). Within Asialics there are two national sub-networks; IndiaLics and CICALICS (China). The regional chapters host regional research projects and engage in interaction with regional users of research

### 3.3 Globelics

The key facts of the Globelics are summarized in Table 3. The Globelics network is especially dedicated to the strengthening of research capacity on innovation and development in the South.

During the evaluation period (2011-2014), the total investment has been Skr 15.9 million (Eur 1.7 million in February 2015). The timing of Globelics and AfricaLics activities during the evaluation period are presented in Figure 4. For example, the investment has resulted in five Globelics conferences including 742 accepted conference papers. On average, the number of participating countries has been 43. The three most active participating countries have been Brazil, India and Argentina. Furthermore, the investment in 2011-2014 has resulted in organisation of five Academies, two thematic reports and funding of six research groups.

**Table 3. Globelics – key facts<sup>2</sup>**

	<b>Globelics</b>
<b>History in brief</b>	2002: The first formal meeting took place in Aalborg with support from Aalborg University 2003: The first Globelics conference was organized in Rio by scholars from Rio State University 2004: The first Globelics Academy was held in Lisbon, Asialics was founded ... 2010: MEDAlics was established 2011: IndiaLics and Lalics were launched 2012: AfricaLics was founded 2014: EuroLics was established
<b>Aim and key objectives</b>	The network brings together scholars who study innovation and economic development and encompasses scholars from all Continents and from different academic disciplines. Globelics constitutes a platform for North-South and South-South interactive learning. Primary objective is to stimulate and raise the quality of research on innovation and development world-wide. Specific priorities: - to help build research capacity in Africa and other regions and to contribute to knowledge infrastructure in those regions - to give young scholars from developing countries access to global research resources
<b>Organisation</b>	The Globelics Scientific Board gives advice on local activities and initiates new activities. The Globelics Secretariat serves as secretariat for the Scientific Board, gives advice on local activities and is responsible for activities supported by Sida, Sweden.
<b>Key activities</b>	Globelics Conferences Globelics Academies Globelics Website Globelics Working Paper Globelics Thematic Review Travel Support
<b>Other remarks</b>	The Globelics perspective is systemic, socio-economic, institutional and evolutionary. It aims at theoretical advancement based on three broad observations: <ul style="list-style-type: none"> <li>● Learning and interaction are key to successful innovation and development</li> <li>● Local context matters</li> <li>● Innovation goes beyond R&amp;D</li> </ul>

<sup>2</sup> Source: [www.globelics.org](http://www.globelics.org)







The annual *Globelics Academy* gathers 30-40 Ph.D.-students from all continents and offers them training and opportunities to present their thesis work to world leading expertise at a 10 day gathering. The first Globelics Academy took place in Lisboa, Portugal, 2005, while the most recent Academy took place in Tampere, Finland, in May 2013. The 2014 Globelics Academy was expected to take place in Rio de Janeiro, Brazil in August 2014, but it was cancelled. The next Globelics Academy will take place in Tampere, Finland in June 2015 (announced in Addis Abeba, November 2014). In addition to the Globelics Academies, the Globelics secretariat has been involved in the organisation of the two first AfricaLics Academies, conducted in Nairobi in November 2012 and in Algeria in October 2013.

The *regional/national 'Lics'* combine normally an annual scientific event (workshop, conference or seminar) with research training for Ph.D. students. Some networks organise several activities per year. The AfricaLics project (2013-2015) recently granted by Sida reflects a specific intention to support the establishment of a strong network of innovation scholars in Africa – the latest region to establish a Lics network. In turn, EuroLics was established in September, 2014.

The *Globelics web-site* (<http://www.globelics.org/>) offers a possibility for scholars and policy makers to participate and contribute to activities in the Globelics Network. More than 2000 scholars have registered and the web-site has had more than 4 million page views. A new and more informative web-site was launched at the end of 2012.

The *Globelics Working Paper series* publishes research contributions that link innovation and competence building to economic development. The intention with the working paper series is partly to ensure publication of key documents on innovation and economic development and partly to help scholars from disfavoured regions to qualify their work so that it can get published in good quality journals by offering comments on early versions of their papers.

Globelics has served as incubator for research projects and the conference has served as a meeting place where project groups with worldwide participation meet and present and coordinate their research work. This includes several major global projects, e.g. the BRICS project led by Jose Cassiolato, the catch-up project led by Richard R. Nelson and the UniDev project led by Claes Brundenius.

### 3.4 AfricaLics

The key facts of the AfricaLics are summarized in Table 4. AfricaLics is an African network comprising an open and diverse community of scholars working on innovation and competence building in the context of economic development. The major purpose of the organisation is to contribute to academic knowledge creation and exchange in the field of innovation and development. The network was founded during the All African Seminar on Innovation and Development that took place in Dar es Salaam, Tanzania in March 2012. The workshop was co-organized by the Globelics Secretariat and the Science, Technology and Innovation Policy Research organisation (STIPRO), a Tanzanian independent think tank.

**Table 4. AfricaLics – key facts<sup>3</sup>.**

	<b>AfricaLics</b>
<b>History in brief</b>	2012: AfricaLics was founded during the Innovation and development workshop that took place in Dar es Salaam, Tanzania. The workshop was co-organized by the Globelics Secretariat and the Science, Technology and Innovation Policy Research organisation (STIPRO), a Tanzanian independent think tank..
<b>Aim and key objectives</b>	The formation of AfricaLics was centered on the following two rationales: <ol style="list-style-type: none"> <li>1. A need to understand innovation and learning in the context of Africa – both from theoretical and practical perspectives.</li> <li>2. Given the fact that Africa lacks adequate capacity for the above purpose, a need for capacity building arose.</li> </ol>
<b>Organisation</b>	The Scientific Board (ASB) for the network has been established,. The network has also established a Committee on research training, including AfricaLics Academies. See also Figure 3.

<sup>3</sup> Source: [www.africalics.org](http://www.africalics.org)

<b>Key activities</b>	<p>Research training  Research activities / projects.  Establishment of the website.  Annual AfricaLics conference, a gathering of scholars located and working on innovation in Africa; The conference will circulate between the main regions of Africa every two years. .  AfricaLics Academy – research training. Two Academies have been held since 2012. The third Academy is to take place in March 2015.</p>
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It is envisaged that the AfricaLics network may with time become a strong dynamo for capacity building in the specific field of innovation and economic development, both at the individual, institutional and country levels.

The network currently includes scholars from Algeria, Kenya, Mozambique, Nigeria, Senegal, South Africa, Uganda and Tanzania. The AfricaLics Scientific board was established in 2012 with Bitrina Diyamett of STIPRO, Tanzania as president, and Anna Kingiri from the African Centre for Technology Studies (ACTS), Kenya as Secretary General. The network has also established a Committee on research training, including AfricaLics Academies, with prof. David Kaplan (University of Cape Town, South Africa) as a Chairman and Senior Lecturer & Research Fellow Erika Kraemer-Mbula the Institute for Economic Research at Tshwane University of Technology (South Africa) as Secretary.

The AfricaLics network is still in an early phase of establishment.

### 3.5 Specific objectives and activities agreed with SIDA

The major purpose of Globelics is to contribute to academic knowledge creation and exchange in the field of innovation and development. A specific priority is to help build research capacity in Africa and other regions and to contribute to knowledge infrastructure in those regions. In addition, the network aims to give young scholars from developing countries access to global research resources. A basic assumption behind the formation of the network is that innovation systems perspectives contribute to the design and implementation of better development strategies in the North as in the South of the globe.

The Globelics and AfricaLics networks include the following three specific objectives and their eleven key activities, as defined in the funding agreement between SIDA and AAU<sup>4</sup>.

For Globelics, the agreed objectives are as follows.

**Specific Objective 1:** Support to conference participation: (a) Increase the number of scholars from low-income countries that take part in and contribute to the annual Globelics conference, leading to (b) a wider and deeper societal understanding of the role of innovation in economic development processes with an increased focus upon the problems of the least developed countries.

**Specific Objective 2:** Thematic report: Synthesize and communicate policy relevant research results within a specific sub-theme from the Annual Conference with an aim to prepare the ground for innovation and development policies that are more research based.

**Specific Objective 3:** Journals and knowledge diffusion: 1. Increased opportunities for Globelics scholars to publish. 2. Enhanced access to journal in less developed countries to make it possible for Scholars and policy makers to

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<sup>4</sup> Agreement on research cooperation between Sida and Aalborg University on support of Globelics research capacity building initiative on innovation systems and economic development for Africa, During 2011-2015, Sida Contribution No: 5410000210.

make more and better use of scientific information in the field of innovation and development.

**Specific Objective 4:** African Globalics Academy<sup>5</sup>: Increase the success rate of Ph.D.-Students in Africa in the field of innovation and development to create an academic community in Africa working in the field of innovation and development that is well interconnected with global network as well as situated in a local context. The two first academies supported by Sida took place in Africa. Other Globalics academies have been funded from other sources.

**Specific Objective 5:** African Globalics conference (held in Addis Ababa in October 2014): Widen the participation in research on innovation and development in Africa to make Innovation and development studies more aware of the specificities of African challenges.

For the AfricaLics, the objectives are as follows.

**Specific Objective 1:** To stimulate the formation of a sustainable academic community in Africa working in the field of innovation and development that is well interconnected with global network as well as well situated in the African context. This includes the following five key activities:

*1.1 Africalics Academies*

*1.2 Training of Ph.D.-supervisors*

*1.3 Design model courses for Master and Ph.D. Programs at Universities in Africa*

*1.4 Pilot project for Africalics Sandwich model for Ph.D.-training*

*1.5 Curriculum development for a Master Program on innovation and development at Aalborg University with recruitment from Universities in Africa.*

**Specific Objective 2:** To stimulate an increase in quality research within specific relevant areas for Africa and increased use of it by scholars, business communities and policy makers. This includes the following three key activities:

*2.1. Mapping the research landscape and specifying baselines for the program*

*2.2. The Africalics conferences 2013 and 2015*

*2.3. Incubating and supporting thematic research project*

**Specific Objective 3:** To increase the size and effectiveness of the network of researchers

Key activities:

*3.1. Establishing Africalics web-site*

*3.2. Increase the advisory capacity on innovation studies and establishing the Africalics Secretariat at ACTS*

*3.3. Introduce network tools to serve the needs of the Africalics Scientific Board.*

Specific deliverables related to each of the above activities are described in the Log frame Annex of the SIDA contract (Annex 5).

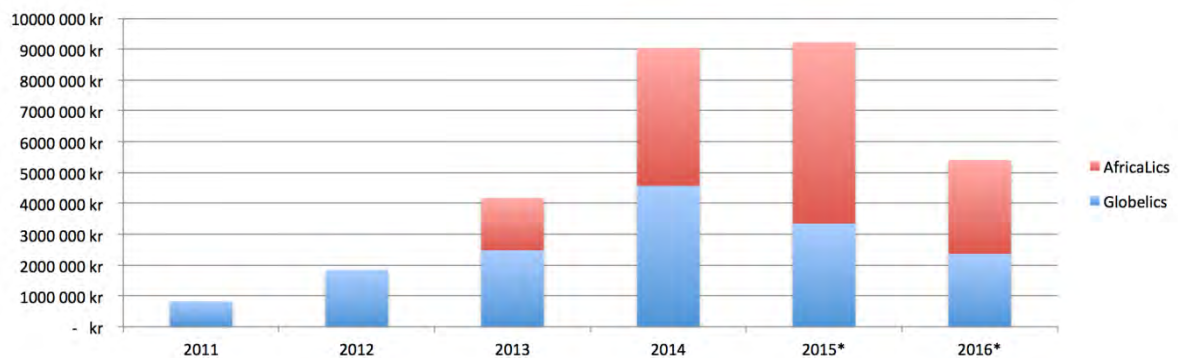
### **3.6 Budget breakdown of Globalics and AfricaLics**

The following figures synthesise Globalics and AfricaLics reported expenditures to SIDA for the years of 2011-2014, as well as the proposed budget figures for the years of 2015 and 2016. The budget figures are subject to formal approval of the programme prolongation, and may change. Full expenditure and budget tables are presented in Annex 6.

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<sup>5</sup> This specific objective was reformulated in May 2014.

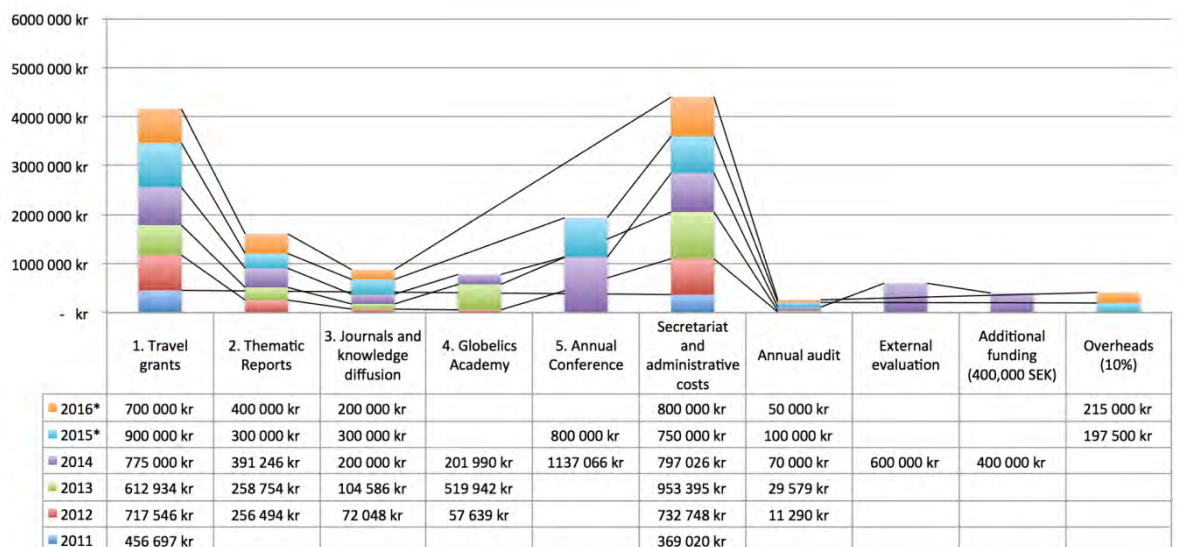
Furthermore, the presented figures include only activities that are SIDA funded. Those activities under the umbrella of Globelics network that are separately funded by regional or local partners (e.g. particularly the funding of Regional Lics and domestic funding of Academies), or the variety of in-kind contributions provided by Conference host countries and universities, etc, are not presented here. Hence, the actual overall volume of the Globelics network's activities is larger than these figures show. According to the estimates by the Globelics Secretariat, these indirect contributions cover – depending on the year and calculation – from 1/3 to 2/3 of the overall Globelics Networks's activities.



**Figure 5. Development of Globelics and AfricaLics direct expenditures during 2011-2014 and proposed budgets for 2015-2016. (According to February 2015 exchange rates, 1 000 Skr is approximately 106 Euros or 120 USD)**

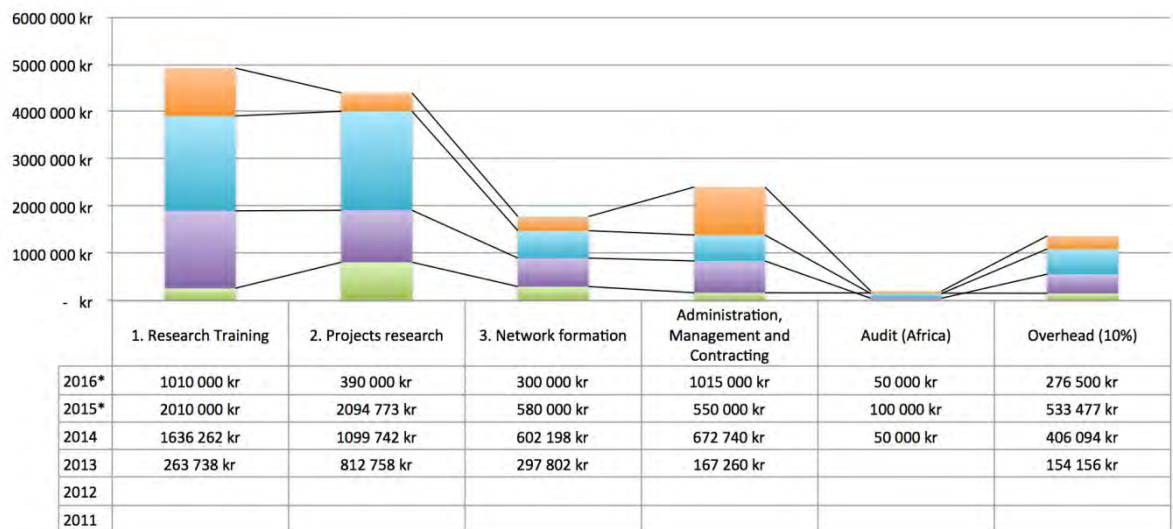
The cumulative expenditure of Globelics for the period of 2011-2014 was Skr 9,7 million (Eur 1,0 million) and is anticipated for the whole extended period of 2011-2016 in total **Skr 15,4 million** (Eur 1,6 million). The respective numbers for AfricaLics are Skr 6,2 million (Eur 0,7 million) and **Skr 15,1 million** (Eur 1,6 million). Both activities account therefore cumulatively for Skr 30,5 million (Eur 3,2 million).

When looking merely at the annual budgets, AfricaLics is both absolutely and relatively (e.g. in comparison to their geographical coverage and reach of participants) more expensive than Globelics. It should be kept in mind though that Globelics and AfricaLics are structurally different kinds of activities, which is also shown in the respective budget breakdowns. Where Globelics activities are essentially about coordination of a globally existing research network, its largest costs items are also related to running the Globelics Secretariat and to supporting conference participants from low-income countries with Travel Grants (Figure 6). Also, Globelics does not include other cost-intensive items, such as direct support to research projects.



**Figure 6. Breakdown of Globelics expenditures (above) according to different tasks in 2011-2016. Overheads are calculated separately only for the prolongation period of 2015-2016.**

AfricaLics activities, and therefore the costs items as well, are different from Globelics. It has a mission to establish the network and operations in Africa. Therefore, it cannot yet benefit from economies of scale or to build on previous work to a similar extent as Globelics does. Its activities are also relatively more research project and researcher training oriented, which also are relatively expensive activities. Research Training is the single largest cost item, followed with Projects research (Figure 7). Cumulatively, these activities represent 33% and 29% of the AfricaLics expenditure, whereas the secretariat work (Administration, Management and Contracting, excluding Network Formation) represents only 16% of the total.



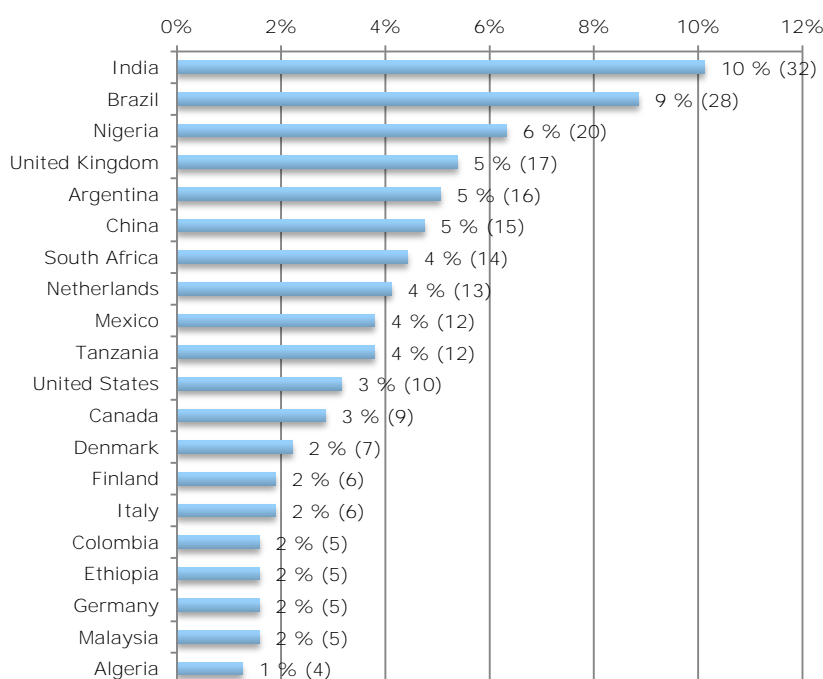
**Figure 7. Breakdown of AfricaLics expenditures (above) according to different tasks 2013-2016. AfricaLics activities for the period 2011-2012 were included in the Globelics budget.**

## 4. EVALUATION RESULTS

This section presents the results of the external evaluation, based on the e-survey, interviews and document analyses. The results of the interviews were in good agreement with the results of the e-survey.

### 4.1 Respondents of the e-survey

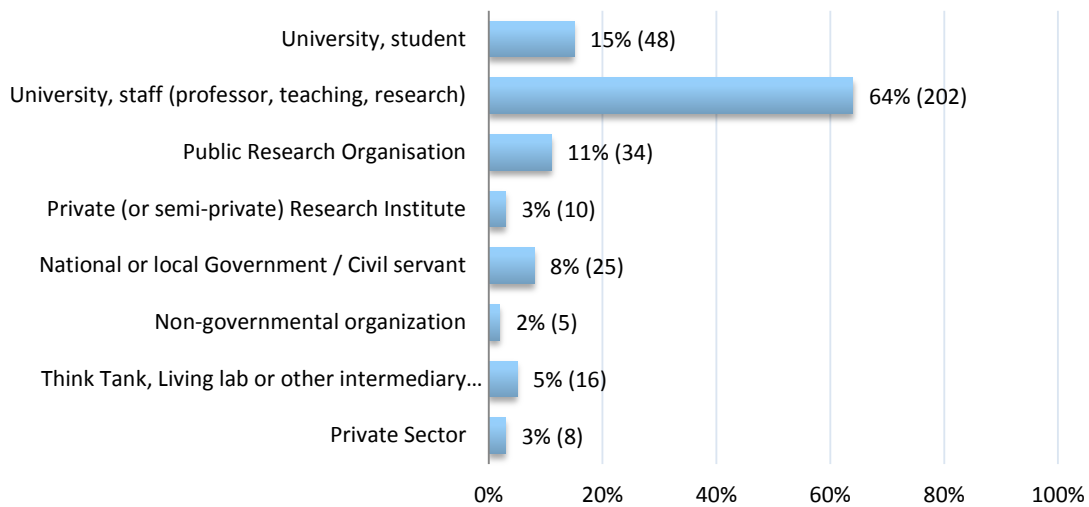
The Figure 8 describes the respondents by country of residence. The biggest respondent group was individuals who are currently residing in India (10% of respondents). The second biggest respondent group in turn was respondents from Brazil (9% of respondents). Most of the participants / target groups were representing the BRICS countries, but it is also worth of noticing that there we also relevant amount of respondents from the UK, US and Canada. In all, there were 69 respondents from Africa.



**Figure 8 Respondents by country of residence (top 20)**

**[Question 1. What is your current country of residence? N=316]**

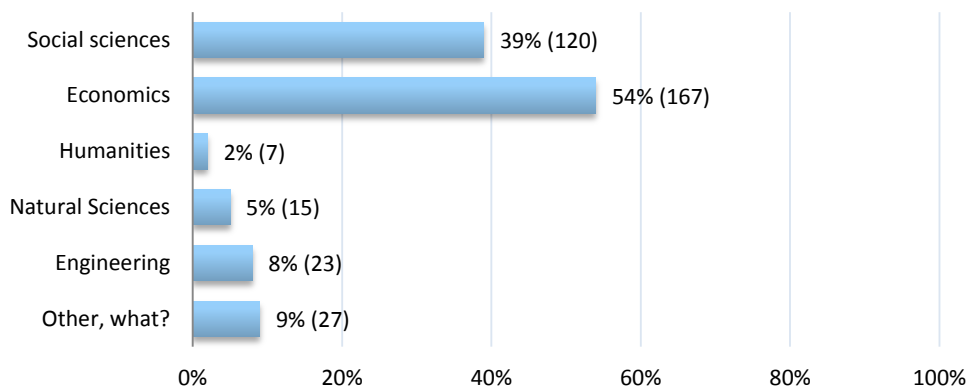
Figure 9 describes the institutional affiliation of the respondents. The respondents were able to select several options. The biggest respondent group (64%) was respondents who were staff members of universities. The second biggest respondent group was university students i.e. 15% of the respondents selected this option. In total professional academics represent a great majority of the respondents. The non-academic respondents and policy-makers were not so active but the amount is still relevant for the analysis purposes.



**Figure 9 Respondents by institutional affiliation**

*[Question 2. What is your institutional affiliation? N=317, Mean=2.66, Deviation=1.66]*

Majority of the respondents (54%) had a background in Economics. The second biggest respondent group was respondents who had a Social Sciences background (39%) (Figure 10). The distribution reflects very well the background of Globelics, the papers prepared and content discussions held. The academic discipline of respondents correlates also to general research topics. However, it could have been also expected that the discipline background would have been broader, indicating more multidisciplinary approach.

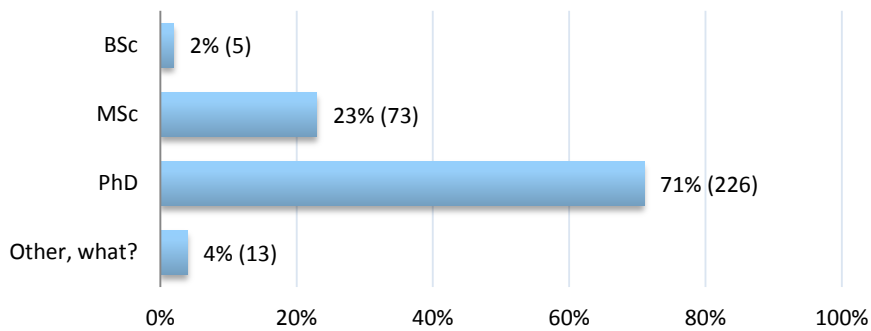


**Figure 10 Academic discipline of respondents**

*[Question 3a. What is your main academic discipline? N=308, Mean=2.26, Deviation=1.49]*

When analysing the respondents' educational level, a majority was experienced professionals. A clear majority of the respondents (71%) had a doctoral degree (PhD) by education. The second biggest respondent group were respondents with a Master's degree (23%) (Figure 11). The question to be raised based on the results is related to Master's degree scholars, if there is enough room for PhD students at the conferences.

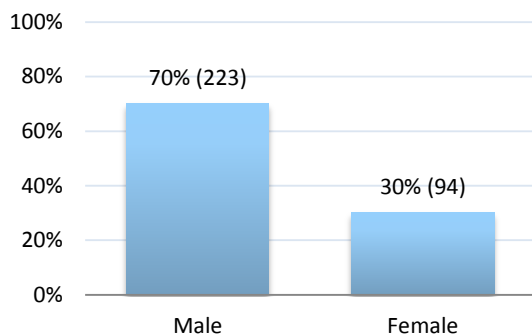




**Figure 11 Educational levels of respondents**

*[Question 4a. Highest degree obtained? N=317, Mean=2.78, Deviation=0.53]*

Majority of the respondents were male (70%). Approximately a third of the respondents were female (Figure 12). Gender equality is an important objective and the result most probably reflects the gender breakdown of researchers in this discipline. The question is, what could Globelics do in order to attract and encourage more female scientist into the network?



**Figure 12 Gender of respondents**

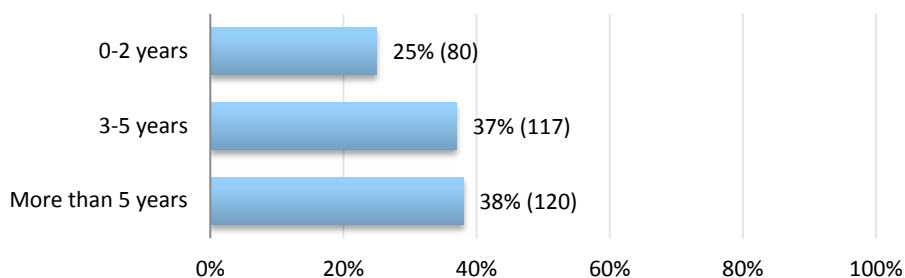
*[Question 5. Gender. N=317, Mean=1.3, Deviation=0.46]*

## 4.2 Assessment of Globelics

More than one third (38 %) of the e-survey respondents had been a member of the Globelics network for more than five years (Figure 13). The average participation duration is surprisingly long i.e. there are quite many respondents who have been involved in Globelics activities for quite some time. This is good in terms of loyalty and satisfaction, but could have a negative impact in terms of turnover and fresh ideas.

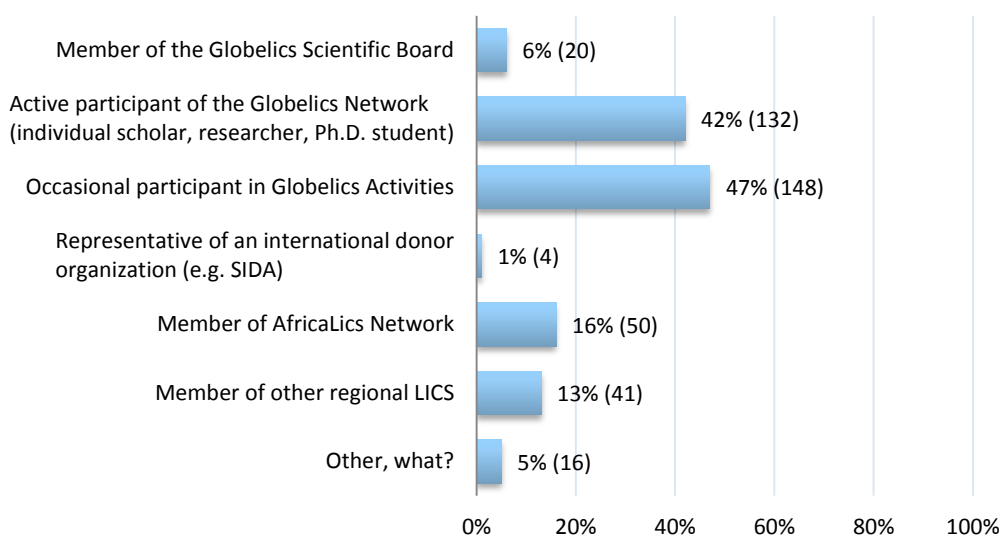
The respondents were also asked about their affiliation to the Globelics Network. The most common form of participation was occasional participation to the Globelics activities (47%), whereas 42% of the respondents answered that they were active participants to the Globelics Networks activities and 16% of the respondents were members of the AfricaLics Network (Figure 14). Respectively, 22% of the respondents came altogether from Africa.

Shortly, roughly half of the community members are active, others only occasionally. It also appears that around 2/3 are participants mainly to Globelics, while 1/3 mainly to regional lics. It could be anticipated that the share of regional lics participants will grow, as regional lics mature, grow and multiply.



**Figure 13 Duration of participation to the Globelics activities**

**[Question 6. How long have you been participating in the Globelics Network? N=317, Mean=2.13, Deviation=0.78]**



**Figure 14 Affiliation to the Globelics Network**

**[Question 7a. Please define your affiliation to the Globelics Network. N=317, Mean=3.29, Deviation=1.56]**

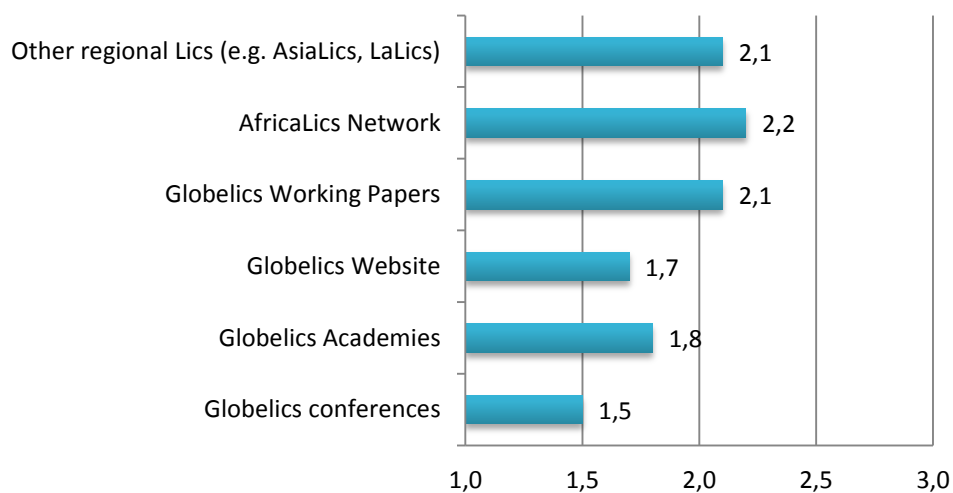
#### 4.2.1 Relevance

The ultimate aim of Globelics, as well as the regional lics, is to provide thinking on knowledge, learning and innovation for development. A very important aspect of Globelics is to bring researchers from North and South together around topics of general and joint interest. Globelics is a platform to transfer knowledge and experiences from senior researchers of developed countries to junior researchers in developing countries. The most relevant activities are the Globelics Conferences and the Globelics Academies. The conferences have a strong added value in networking, improving collaboration and cultivation of important contact. The Globelics Academies have strong added value in providing guidance to PhD students and young scholars and in research capacity building.

According to interviews, the Globelics is very comparable to other SIDA supported research networks in most respects e.g. network on African economics. The unique feature of Globelics is its global nature.

In terms of theoretical approaches, the roots of Globelics are in the legacy of Joseph Schumpeter, evolutionary economics in general, and research approached related to innovation systems and learning economy. Theoretically Globelics has during the more than ten years of its existence diversified in various directions. There might even be a need to clarify the focus, specify the analytical framework, and to reformulate the Globelics agenda accordingly. One good example is **the work which has been done in India around the concept "Knowledge demand on social inclusion"**.

The e-survey and interviews confirm that the conferences are the core of Globelics activities. The Globelics conferences were the most well-known activity among the survey respondents, followed by the Globelics website and the Globelics Academies (Figure 15). The AfricaLics Network activities were the least well-known type of activity (see also 4.3). Most of the activities have been functioning well. For example Globelics Working Paper series is considered very relevant by the survey respondents, even if there are many other, possibilities for publishing.

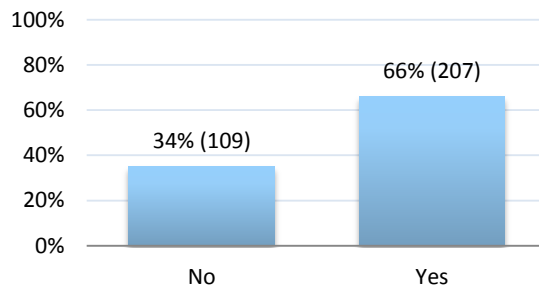


**Figure 15 Familiarity with Globelics Network activities, AfricaLics Network and regional Lics.**

*[Question 8. How familiar are you with the various Globelics Network activities? (1=Very familiar, 2=Fairly familiar, 3=Unfamiliar) N=316]*

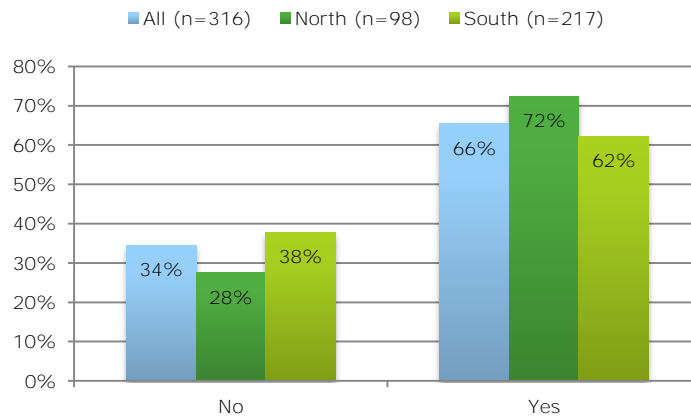
On average two thirds (66%) of the respondents had participated to a Globelics Annual Conference (Figure 16). One third of the respondents have been participated in the previous conferences while 34 % of the participants are new. This distribution is a good balance and it reflects the fact that the event gathers also newcomers.

As shown in Figure 17, the participation of the respondents from North was higher than the participation of the respondents from South (72% and 62%, respectively). The result for survey respondents differs from conference participants in general. The majority of participants have come from the South during the last conferences.



**Figure 16 Participation of survey respondents in the Annual Globelics Conferences**

[Question 23. Have you participated in any of the Globelics Annual Conferences? N=316, Mean=1.66, Deviation=0.48]



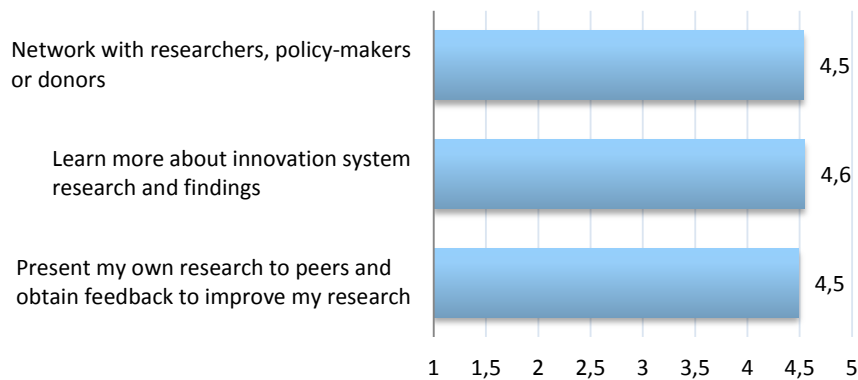
**Figure 17 Participation to the Annual Globelics Conferences by respondent background<sup>6</sup>**

[Question 23. Have you participated in any of the Globelics Annual Conferences? (n=98-316)]

Different motives i.e. networking, learning about innovation systems and presenting research for participation in the Globelics conferences were of equal importance to the respondents (Figure 18). The most common form of participation to the Globelics conferences was to present an academic paper (92%). Almost a half (45%) of the respondents had also taken part in the review of academic papers.<sup>7</sup> (Figure 19). Broadly, Globelics engages participants very well which is highly respected.

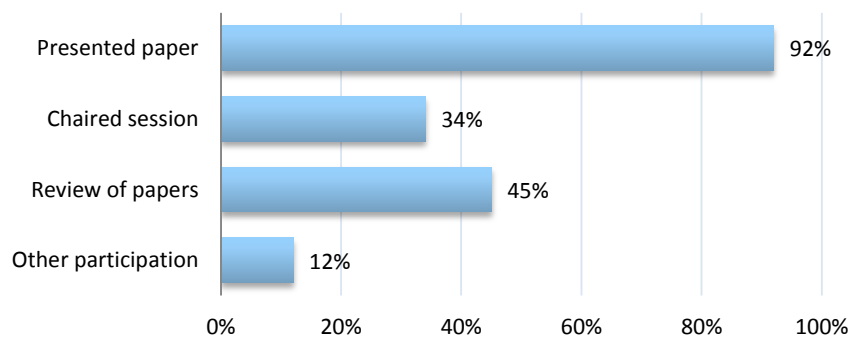
<sup>6</sup> For the purpose of a North-South comparison of responses, the following respondent countries were grouped as 'North', while all others as 'South': France, Japan, Norway, Portugal, Spain, Sweden, Denmark, Finland, Germany, Italy, Canada, United States, Netherlands and United Kingdom.

<sup>7</sup> The respondents were able to select several options.



**Figure 18 Motives for participation in the Globelics Conferences**

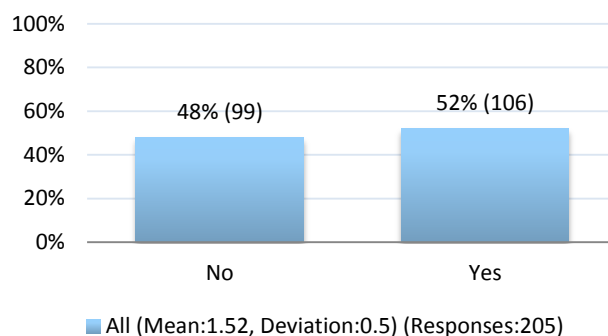
[Question 28. Your motives for participation in the Globelics Annual Conference include: (1=Not at all important, 2=Of little importance, 3=Neutral, 4=Important, 5=Very important) N=204]



**Figure 19 Type of participation to Globelics conferences**

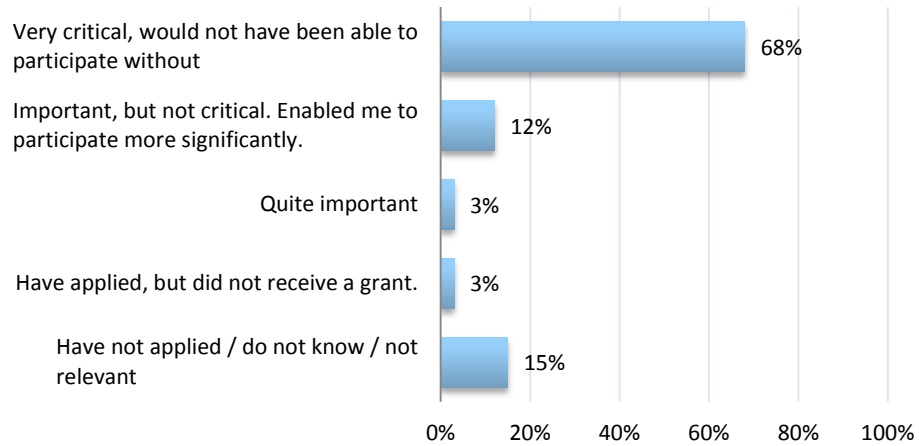
[Question 27a. Type of participation to Globelics conferences. N=203, Mean=1.88, Deviation=1.0]

According to the survey results, the travel grants are necessary for participation in the Globelics conferences. Slightly over half of the respondents (52%) had applied for or obtained a travel grant to participate to a conference (Figure 20). Of the respondents who had applied for or received a travel grant for participation to a Globelics conference, even 68% answered that they would not have been able to participate in the conference without the grant (Figure 18). The relevance of the travel grant is high and should be taken into account also in the future.



**Figure 20 Application for a travel grant**

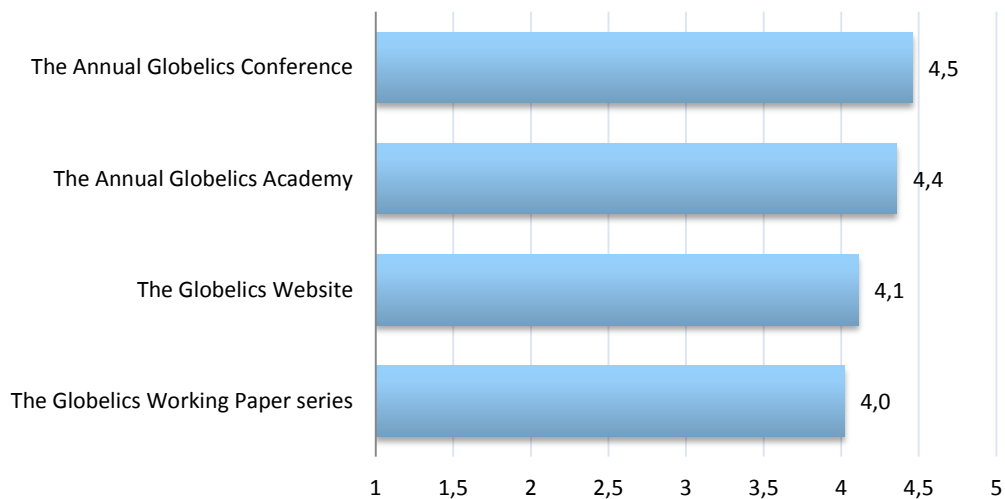
[Question 25. Have you applied or obtained a travel grant from Globelics in order to participate in a conference? N=205, Mean=1.52, Deviation=0.5]



**Figure 21 Importance of travel grant for participation**

[Question 26. If yes, how important was the travel grant for your participation? N=131, Mean=1.85, Deviation=1.45]

In all, the relevance of the Globelics conference activities is excellent. The survey respondents were asked to assess the relevance of the various Globelics Network activities (Figure 22). The Annual Globelics Conference activities were rated as the most relevant (4.5 on a scale of 1-5) type of activity. However, also the other activities i.e. the Globelics Annual Academies, the Globelics Website and the Globelics Working Paper series received positive feedback from survey respondents (4.4, 4.1 and 4.0, respectively, on a scale of 1-5). The results indicates that the current network activities meet the expectations and they are considered very relevant.



**Figure 22 Relevance of Globelics activities**

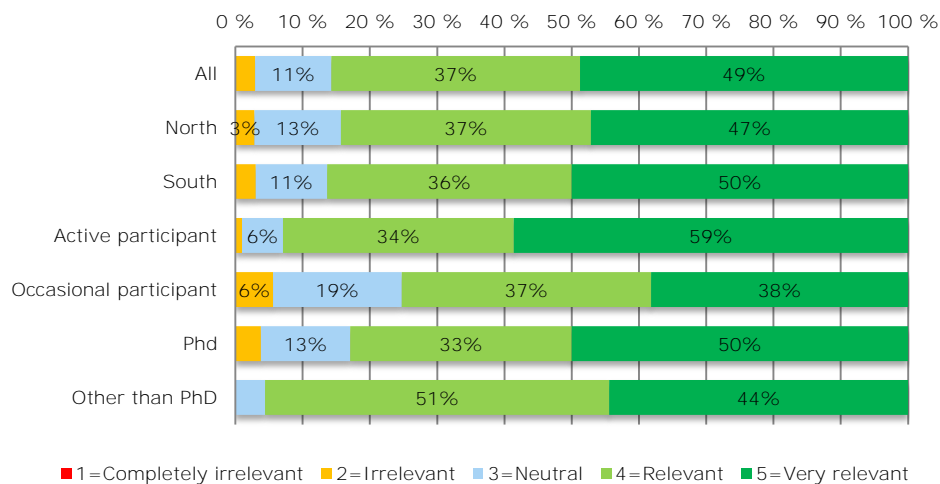
[Question 9. How relevant do you consider the following Globelics activities in order to achieve the objectives of the network? (1=Completely irrelevant, 2=Irrelevant, 3=Neutral, 4=Relevant, 5=Very relevant, Don't know) N=317]

The survey results showed that the overall value of the Globelics conferences was very high (average 4.3 on a scale of 1-5). The Figure 23 shows the results between the respondent groups.

When comparing the viewpoints of the active and occasional participants, the active ones consider the conference more relevant. In general the occasional participants do not give positive feedback than the active participants.

Furthermore, the participation in the conference was considered very important for research (average 4.2). Again, there is a clear difference between actives and occasionals; the active participants view that the conference is more important for the research than the other respondents.

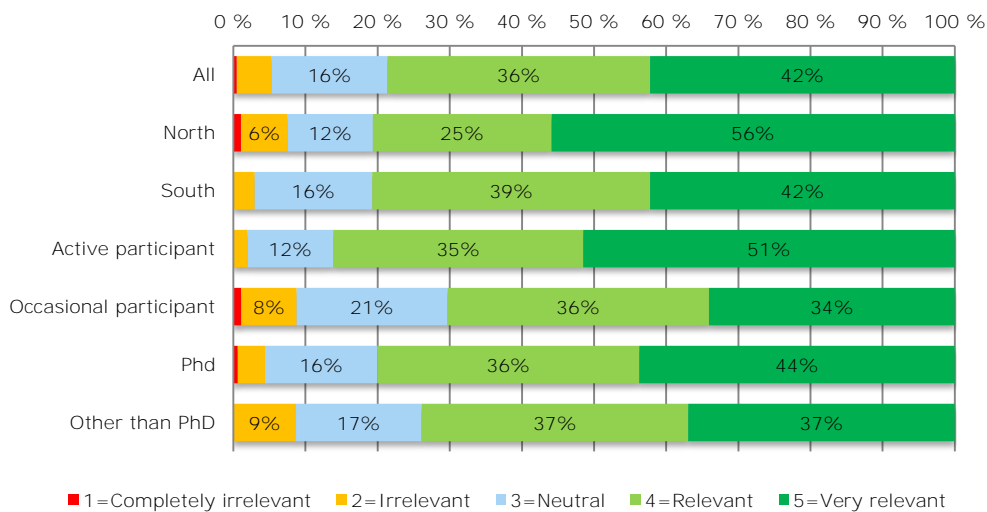
When examining further the Figures 23 and 24 which will show the results between the respondent groups, one might draw a conclusion that active participants are more satisfied with conferences than occasional participants. Majority of the active participants agreed that the overall value as well as the importance of participation for research was very relevant. Respectively, approximately one third of the occasional participants agreed that the overall value as well as the importance of participation for research was very relevant.



**Figure 23 Globelics Conferences, overall value**

*[Question 30b. Please assess the Globelics Annual Conferences from the following points of view: The overall value of the conference (1=Completely irrelevant, 2=Irrelevant, 3=Neutral, 4=Relevant, 5=Very relevant, Don't know) (n=206)]*





**Figure 24 Globelics Conferences, importance of participation for research**

*[Question 30a. Please assess the Globelics Annual Conferences from the following points of view: Importance of your participation for your research (1=Completely irrelevant, 2=Irrelevant, 3=Neutral, 4=Relevant, 5=Very relevant, Don't know) (n=206)]*

Figure 25 summarizes the results of the added value of the Globelics network activities. With regard to added value, the respondents were asked to select up to three most important areas of the activity. The Globelics conferences had the highest (92%) added value in networking, improving collaboration and the cultivation of important contacts. The second highest (78%) added value was in providing guidance to PhD students and young scholars by the Globelics Academies. The third highest value (71%) was in research capacity building by the Globelics Academies.

With regard to the Globelics Network overall, the three highest added value were as follows: networking, improving collaboration and the cultivation of important contacts (82%), research capacity building (66%) and guiding PhD students and young scholars (56%) (Figure 25). With regard to the Globelics Network overall, the Figure 23 shows the results by respondent groups. In all respondent groups, the highest added value was in networking, improving collaboration and the cultivation of important contacts and the lowest added value in contribution to policy-making in target countries. With regard to research capacity building, the highest added value was given by the respondent group of "Other than PhD" i.e. MSc or younger scholars. With regard to mutual learning, the highest added value was given by the respondent group "North".

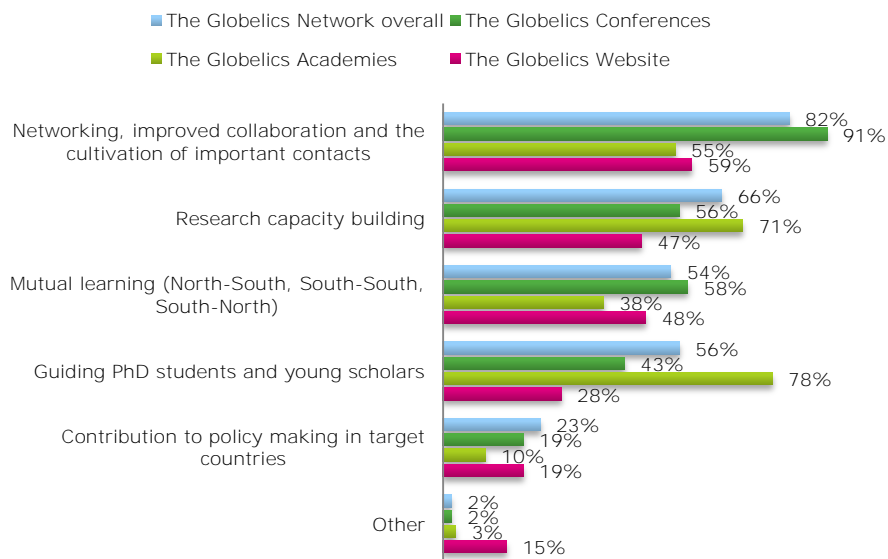
The highest (59%) added value of the Globelics website was in networking, improving collaboration and the cultivation of important contacts. On the other hand, the Globelics website contributed least to research capacity building (Figure 25). Figure 24 show the results by different respondent groups. For example, with regard to added value in research capacity building and mutual learning, the results of the "North" and "South" respondent groups differed from each other. The added value of mutual learning was perceived higher among North respondents than South respondents, whereas the added value of research capacity building was perceived higher among South respondents than North respondents.

The Globelics Conferences had the highest (58%) added value in facilitating mutual North-South, South-South and South-North learning. Respectively, 54% of the respondents agreed that the Globelics Network overall had added value in facilitating mutual North-South, South-South and South-North learning (Figure 25).

Regarding all activities, the value added was lowest in contribution to policy-making in target countries. Only 23 % of respondents agreed that the Globelics network had added value in

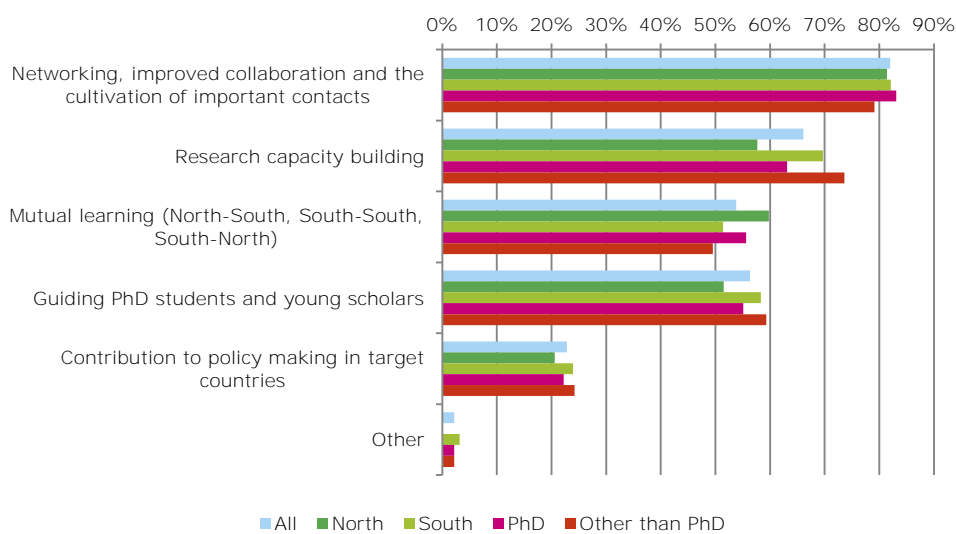
contribution to policy-making in target countries. Respectively, 19% of the respondents agreed that the Globelics conferences and the Globelics website had added value in contribution to policy-making in target countries. The survey results are in agreement with the interviews. According to interviewees, Globelics is first and foremost a network for building research capacity, rather than a network for dissemination in developing countries (Figure 25).

These responses clearly show that most participants have difficulties in seeing a strong policy impact of Globelics activities. Other impact, as specified/asked, appears very logical and show consistency.



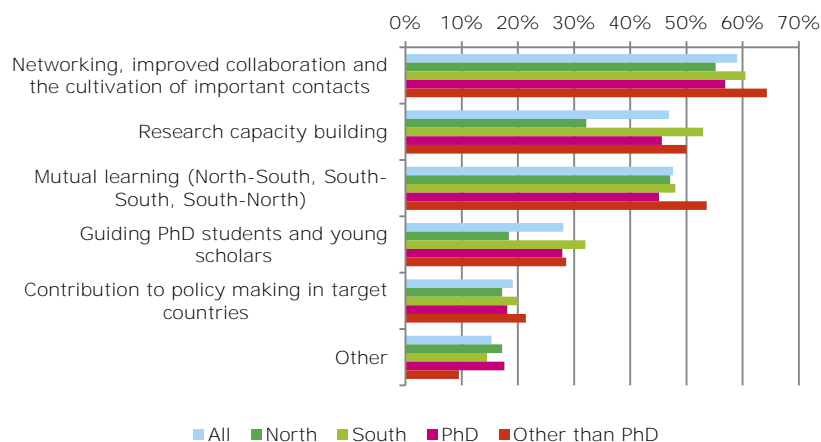
**Figure 25 Added value of the Globelics Network activities**

[Questions 13-16. Added value of the Globelics network activities. (n=311)]



**Figure 26 Added value of the Globelics Network overall**

[Question 13a. What do you perceive as the greatest added value of the Globelics Network overall? Please select up to three most important areas. (n=308)]



**Figure 27 Added value of the Globelics website**

**Box 1. Globelics Academy in Tampere**

<http://www.globelicsacademy.net/2013.html>

**Background**

The aim of the Globelics Academy PhD School is to support the training of PhD students from different parts of the world who are writing theses on issues related with innovation and economic development. The Academy brings together frontier researchers in innovation with PhD students from developing countries (and some from developed countries) in order to inspire and qualify their work as well as in order to help students to join high-quality research networks in their field of research.

**Activities and their organisation**

On average, 30-50 students participate the Academy for two weeks. Participants come from all around the world. Each year a few really good students with good prospects for a strong career take part in the Academy.

The Globelics Academy has been organised nine times in the following locations, number of times brackets: Lisbon, Portugal (5); Rio de Janeiro, Brazil (1) and Tampere, Finland (3).

At first, the Academy was organized by three universities in Lisbon (2004-2007). Then the long grant associated with the Academy work ended, and other hosts were searched for. Consequently Tampere was proposed and selected as the new host and since then the Academy has been organised three times in Finland. The fourth round will follow in June 2015.

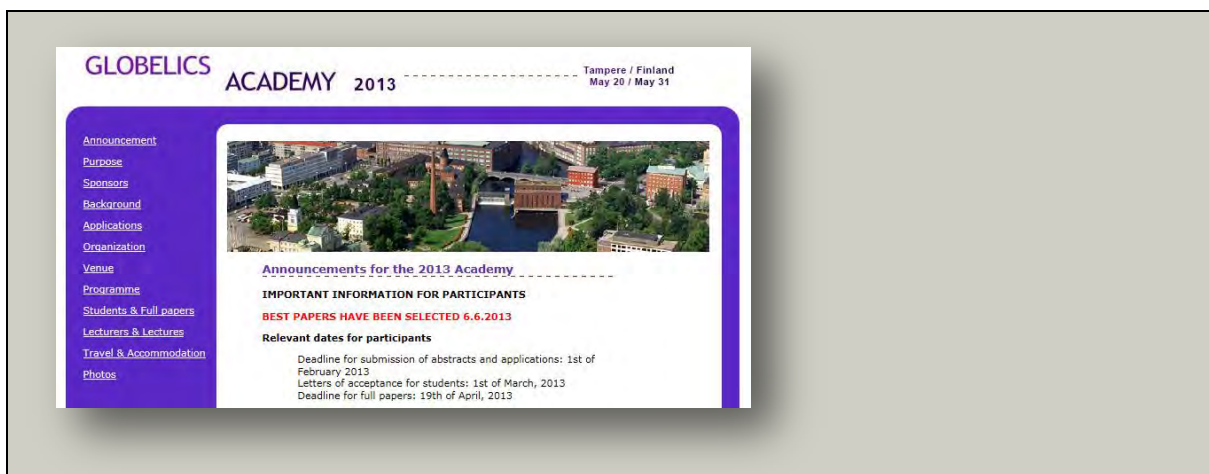
The latest Academy was held in Tampere 2013 by the Research Center for Knowledge, Science, Technology and Innovation Studies (TaSTI), University of Tampere. The Academy consisted of three kinds of activities: 1) lectures on the most recent developments in innovation studies, 2) round table discussions and group work on particular issues related to innovation in developing countries, and 3) students presenting their own research.

**Results and outcomes**

The Academy provides an opportunity for PhD students from all continents to present their thesis to leading experts. Being a global collaboration platform, the Academy also strengthens international collaboration and networking. This will be one of the main benefits of the Academy also in the future.

**Lessons learned**

The Globelics Academy facilitates the strengthening of existing networks locally, regional and globally, encourages and inspires the creation of new networks, and allows in-depth dialogue and processing of important research topics among the participants. Another attribute of the Academy is the transfer of accumulated knowledge to the next generation of scholars. However, the organisation and necessary fund raising (sponsors) will require time and effort from the local hosts, and could, in turn, be challenging and time-consuming.



#### 4.2.2 Effectiveness

Along the lines of DAC evaluation standards for aid effectiveness,<sup>8</sup> also the SIDA funded activities of Globelics and AfricaLics have been incorporated into an impact model (i.e. Logical Framework), with a number of mutually agreed performance indicators that allow to assess how different activities are progressing and eventually contributing to the overall objectives.

A rough synthesis of the Globelics indicator status is presented below, taking into account that activities are still ongoing and results will be generated later. A more detailed description of the indicators, the data and status is presented in Annex 2.

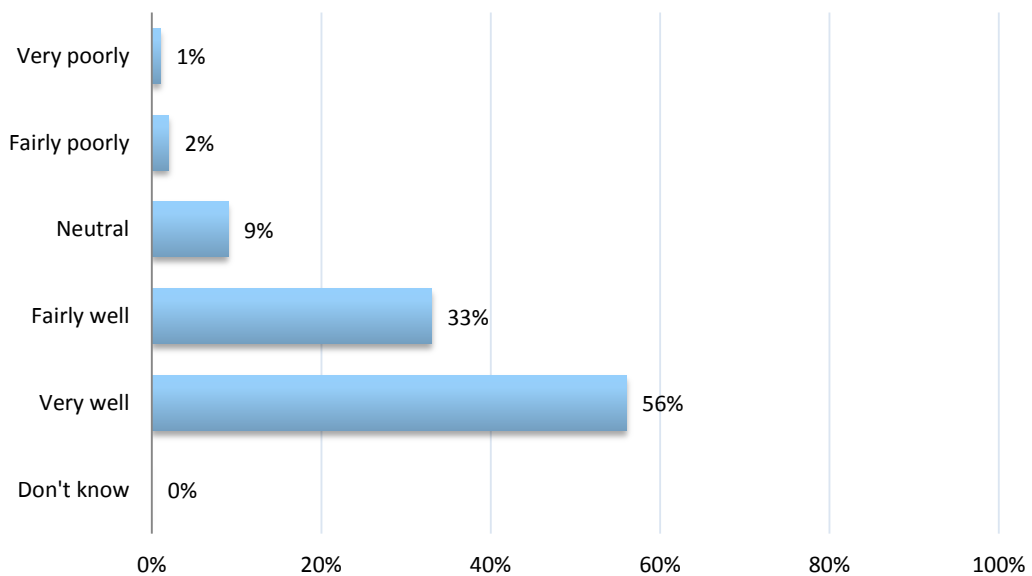
**Table 5. Synthesis of the Globelics indicator status.**

Objectives	Status based on performance indicators (evaluators' interpretation)
<b>GLOBELICS</b>	
Specific Objective # 1: Support to conference participation: (a) Increase the number of scholars from low-income countries that take part in and contribute to the annual Globelics conference, leading to (b) a wider and deeper societal understanding of the role of innovation in economic development processes with an increased focus upon the problems of the least developed countries.	<b>Good.</b> Active and balanced participation. Good results.
Specific Objective # 2: Thematic report: Synthesize and communicate policy relevant research results within a specific sub-theme from the Annual Conference with an aim to prepare the ground for innovation and development policies that are more research based.	<b>Good.</b> Thematic reports published and distributed widely.
Specific Objective # 3: Journals and knowledge diffusion: 1. Increased opportunities for Globelics scholars to publish. 2. Enhanced access to journal in less developed countries to make it possible for Scholars and policy makers to make more and better use of scientific information in the field of innovation and development	<b>Good, with some delays.</b> Contracts with journals signed. More time required.
Specific Objective # 4: African Globelics Academy: Increase the success rate of Ph.D.-Students in Africa in the field of innovation and development to create An academic community in Africa working in the field of innovation and development that is well interconnected with global network as well as situated in a local context.	<b>Good.</b> 49 students participated in 2012-2013 academies.
Specific Objective # 5: African Globelics conference: Widen the participation in research on innovation and development in Africa to make Innovation and development studies more aware of the specificities of African challenges.	<b>Good.</b> Addis Ababa conference was successfully organized, with high quality and participant satisfaction.

<sup>8</sup> OECD Development Assistance Committee's (DAC) Quality Standards for Development Evaluation, OECD 2010

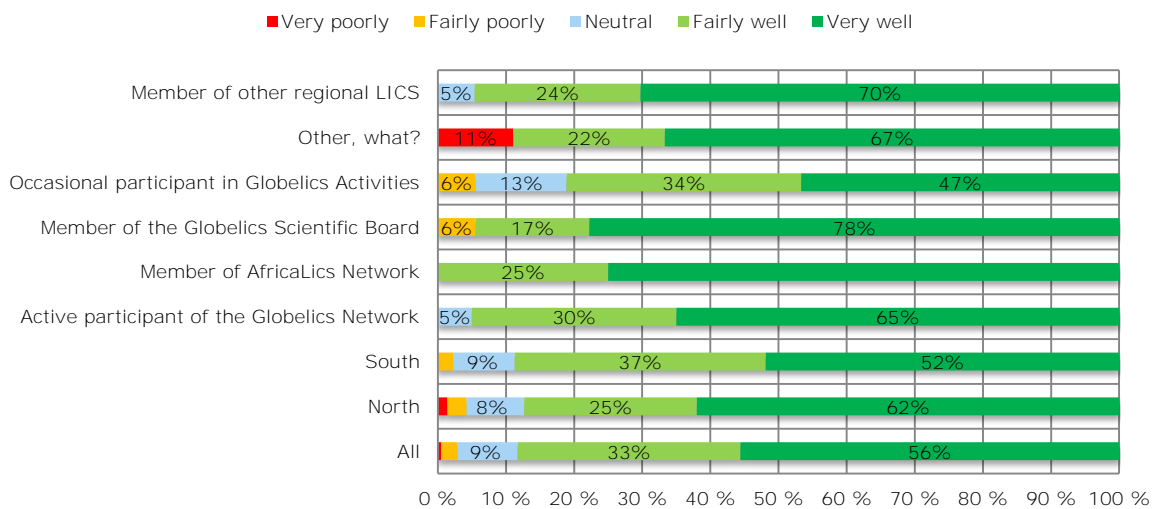
Based on the evaluation data, Globelics has been successful in reaching the outputs planned and the objectives on the average. According to the interviewees, the effectiveness has been high in capacity building and South-South as well as North-South exchange. The interviewees said that the running of Globelics research projects has not been so easy in some cases, thus, the results have not always been as good as expected. Even if the idea of Globelics projects is a good one in principle.

In general, Globelics Annual Conferences have been performing very well with regard to promoting interactive learning. As shown in Figure 28, 89% of the survey respondents agreed that the **Annual Globelics conferences** had met the objective of promoting interactive learning among participants "Fairly well" or "Very Well". When the same question is analysed by respondent group, some differences arise between the respondent groups. Members of the Globelics Scientific Board have the most positive view of how well the Annual Globelics conferences have met the objective of promoting interactive learning among participants. Even **95% of Globelics Scientific Board members consider this objective to have been met "Very well" or "Fairly well"**. Also the respondents representing AfricaLics were very positive about the conference. Occasional participants to the Globelics activities have the most critical view, as 6% of this group of respondents assess the objective to have been met "Fairly poorly", and as 13% of this group of respondents assess the objective to have been met "Neutral" (Figure 29).



**Figure 28 Meeting the objectives of the Globelics Annual Conference**

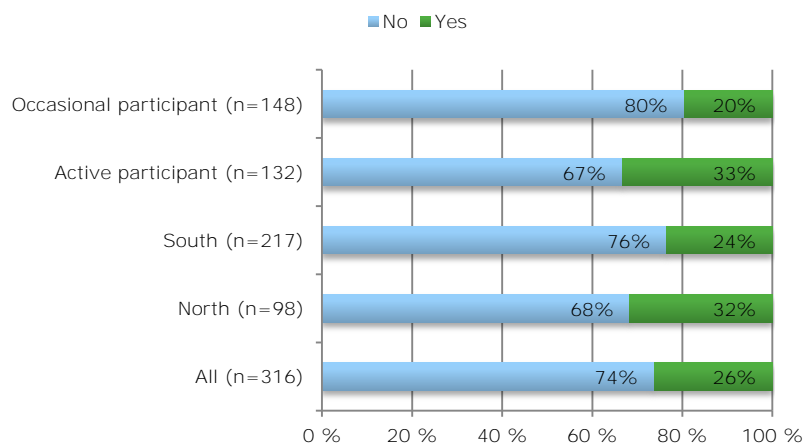
*[Question 29. The purpose of the Globelics Annual Conference is to promote interactive learning among participants with special emphasis on giving young scholars and scholars from the less developed countries access to a high quality world-wide network. How well do you consider these objectives have been met? N=205, Mean=4.4, Deviation=0.79]*



**Figure 29 Meeting the objectives of the Globelics Annual Conference**

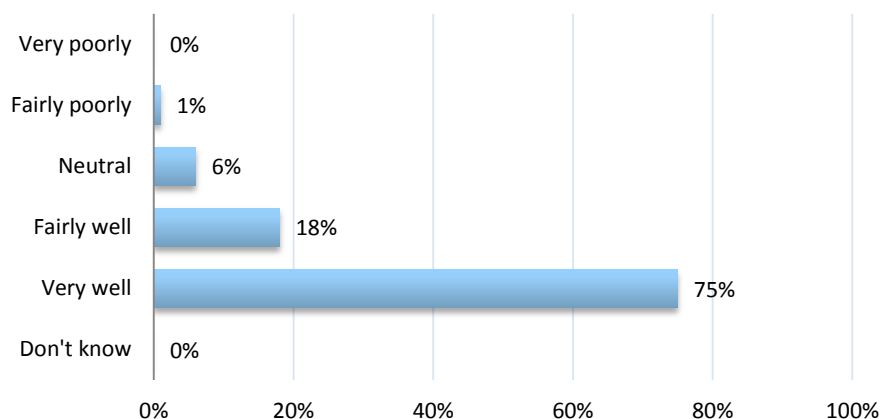
[Question 29. The purpose of the Globelics Annual Conference is to promote interactive learning among participants with special emphasis on giving young scholars and scholars from the less developed countries access to a high quality world-wide network. How well do you consider this objective to have been met? (n=205)]

According to interviewees, the **Globelics Academy** has been a very useful and well-received instrument. This is true for Regional Academies as well. It should be noted that only 26% of all survey respondents had taken part in the Globelics Academies (Figure 30). As shown in Figure 31, nearly all (93%) of the survey respondents perceived that the Globelics Academy had received the objectives *"to bring together frontier researchers in innovation with PhD students from developing countries in order to qualify their work and help them to join research networks"* "Fairly Well" or "Very Well". The results between the respondent groups did not differ remarkably. **This result should be highlighted since the results can't be much better than this.**



**Figure 30 Participation to the Globelics Academies by respondent background**

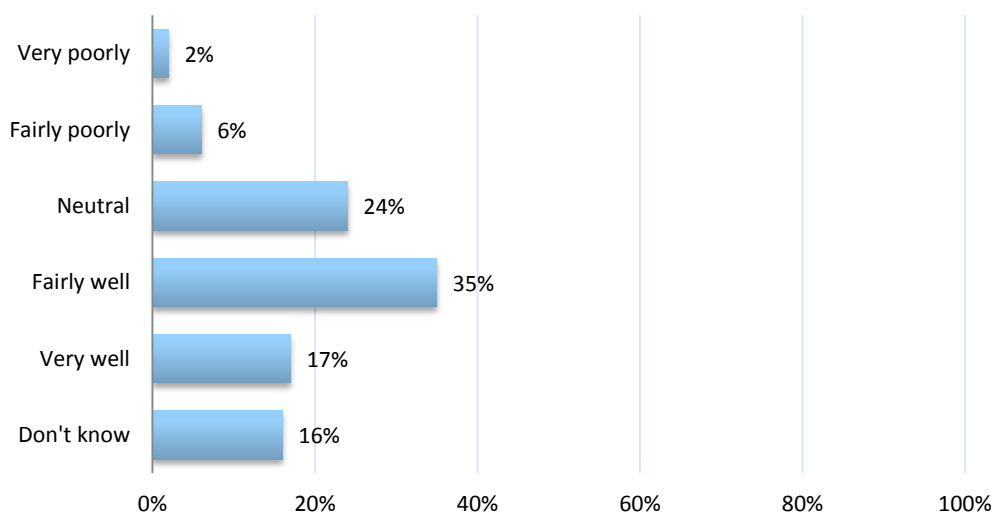
[Question 32. Have you participated in the Annual Globelics Academy? (n=316)]



**Figure 31 Meeting the objectives of the Globelics Academies**

*[Question 34. The purpose of the Annual Globelics Academy is to bring together frontier researchers in innovation with PhD students from developing countries in order to qualify their work and help them to join research networks. How well do you consider this objective has been met? N=83, Mean=4.66, Deviation=0.65]*

Approximately half of the survey respondents thought that the **Globelics website** worked well as a platform for the LICS community to share ideas and news. A total 52% of the survey respondents agreed that the Globelics website had received the objectives "Fairly Well" or "Very Well" (Figure 32). The results of the respondent groups e.g. "North" and "South" did not differ remarkably. According to the interviewees, the website is a necessity and could always be improved. The Website is meeting its basic objectives, but is not striking with positive results. Obviously, the Globelics community and stakeholder are expecting more.



**Figure 32 Meeting the objectives of Globelics Website**

*[Question 35a. The aim of the Globelics Website is to become a platform for the LICS community where ideas and news could be shared. How well do you consider these objectives have been met? N=313, Mean=4.06, Deviation=1.21]*

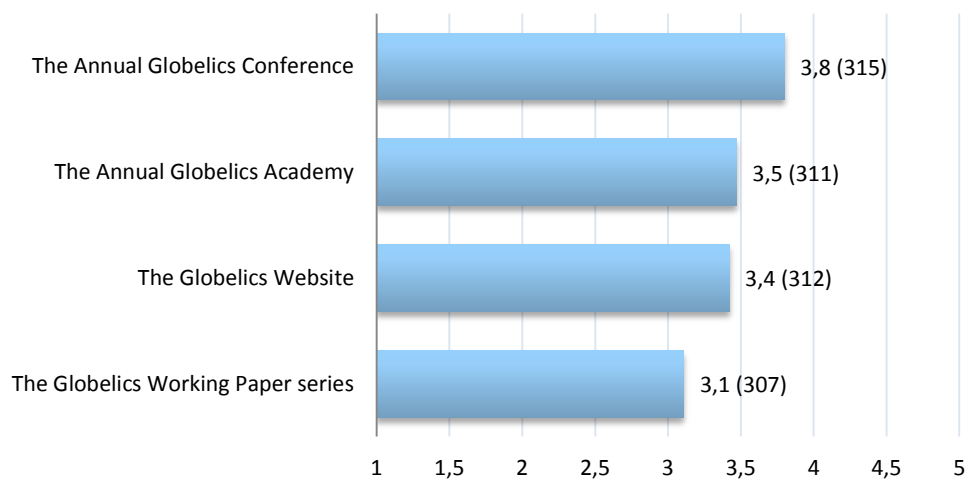
According to the evaluation data, there are still some room for improvement in **dissemination of results of the Globelics activities**. The result is also in agreement with the findings that the Globelics has not had a strong added value in contribution to policy making. According to the interviews and survey results, the Globelics annual conferences are an important tool for the dissemination of research results. The dissemination of results for the various Globelics activities was the most efficient for the Annual Globelics Conferences (3.8 on a scale of 1-5). Interestingly,



the dissemination of results of the Globelics Working Paper Series received the lowest (3.1) rating. In the above outcome, it should be also noticed that the Conference and Academy are not primarily dissemination mechanisms, while the Website and Working Papers are (Figure 33).

Both interviewees and survey respondents raised several ways to disseminate the results of Globelics more broadly. For example, the following tools should be considered:

- Better engagement with policy-makers
- Better use of social media
- Better enhancement of the role of regional forums in Globelics
- Establishment of Globelics community contact list
- Improvement of email correspondence
- Improvement of linkages with universities
- Improvement of transparency of processes
- Better use of the website
- Partnership with like-minded organisations
- Promotion of regional events
- Establishment of a Globelics newsletter



**Figure 33 Dissemination of results**

[Question 10. According to your experience, how well have the results of the following Globelics activities been disseminated outside the network? (1=Very poorly, 2=Fairly poorly, 3=Neutral, 4=Fairly well, 5=Very well, Don't know)]

## **Box 2. Globelics Journal Network**

### **Background**

The Globelics Journal Network consists of seven journals in the fields of learning, innovation and competence building systems in a development context. The objective of the network is to increase the number and quality of articles addressing problems in low income countries. Ultimately, scholars and policy makers are encouraged to utilise scientific information related to innovation and development as a tool in policy making.

### **Activities and their organisation**

The Globelics Journal network includes:

- **African Journal of Science, Technology, Innovation & Development (AJSTID)**  
AJSTID is a multi-disciplinary and refereed international journal on science, technology, innovation and development in the African continent and in low-income countries. AJSTID is published by Taylor & Francis Publishers and it has been established in South Africa, in 2009.
- **Asian Journal of Technology Innovation (AJTI)**  
AJTI is a journal devoted to innovation management, innovation policy and R&D issues with a focus on Asia. AJTI is part of the Routledge Publishing Initiatives for Development which enables researchers in more than 110 developing countries to access the journal at reduced or no cost. The journal has been established in South Korea in 1999.
- **Ethiopian e-Journal for Research and Innovation Foresight (Ee-JRIF)**

*Ee-JRIF is a multi-disciplinary and refereed international journal on knowledge, research and innovation designed to help the development and transformation of Ethiopian society. The journal has been established in Ethiopia in 2009.*

- **Innovation and Development (I&D)**  
*I&D is an interdisciplinary journal providing a forum for discussion of various issues pertaining to innovation, development and their interaction, both in developed and developing world, for achieving sustainable and inclusive growth. Innovation and Development is published by Routledge and it has been established in India in 2011.*
- **Institutions and Economies (IJIE)**  
*IJIE promotes scholarly work with evolutionary approaches to examining social, political and economic change, and path-dependent, cumulative and multi-faceted drivers of institutions and institutional change, as well as societal development. Institutions and Economies is published by the University of Malaya and it has been established in Malaysia in 2009.*
- **International Journal of Technological Learning, Innovation and Development (IJTLID)**  
*IJTLID is devoted to the study of the nature of technological innovation processes and their implications for social development in the context of contemporary late-industrialising countries. IJTLID is published by Inderscience and it has been established in 2007.*
- **Research Policy (RP)**  
*RP articles examine empirically and theoretically the interaction between innovation, technology or research, on the one hand, and economic, social, political and organisational processes, on the other. The journal was established in 1971–1972 and the articles are made available to developing countries through the Elsevier access program.*

### **Results and outcomes**

*The Globelics Journal Network is a platform for recent knowledge on learning, innovation and development in the low income countries. The establishment of the Journal Network has facilitated the development of editorial and research activities (e.g. promotion of scholarly work) and increased the skills of scholars in the countries in question. The network also strengthens knowledge sharing and equality by granting free access to the journals. Furthermore, the network provides a valuable opportunity for researchers in the developing countries to share and publish their research results.*

### **Lessons learned**

*The Journal Network represents an important dissemination channel and a means for visibility and recognition as well as allows addressing pressing challenges in the low income countries. The support related to editorial and research skills should not be underestimated, neither the publishing possibilities which have been provided. The network has also strengthened the research community working in the field of innovation and development.*



#### 4.2.3 Efficiency

Globelics is organized on voluntary basis, and the key people of Globelics are busy because of many other research and training duties. Globelics members have initiated e.g. in Globelics conferences joint projects which are carried out without formal Globelics status. In this sense **Globelics represents “an invisible college” or “invisible umbrellas” which is very good** characteristic of the organisation. On the other hand, interviewees stated that the weakness of the Globelics is that there is limited ability to decentralise agency in the network, because decision making and leadership is limited to few people.

The Globelics network has been expanding significantly from its early years and become a complex organisation. It has therefore been necessary to grow the resources of the secretariat.

This has had naturally an impact on the running costs of the network. Prof. Bengt-Åke Lundvall has been working hard for funding and managing the growing organisation.

A natural and necessary solution to the growth, complexity and transitions has been further development of the institutional framework. A draft proposal for a new Globelics Constitution has been prepared by a working group set up by the Scientific Board. The Board discussed the proposal in its meeting in Addis Ababa.

The move of the Globelics Secretariat from Denmark to Rio, Brazil is very much supported. Professor Cassiolato and his colleagues have strong networks in Brazil and elsewhere. They have also access to financial support and secretarial services.

### **Box 3. Globelics Website**

#### **Background**

*Globelics Website is a public portal for those working on innovation and competence building in the context of economic development. The website contributes to academic knowledge creation and exchange in the field of innovation and development. The website can be accessed at <http://www.globelics.org/>*

*In parallel to publicly available content, it is possible to sign up as a member of the Globelics network. The members of the network are being informed about the work and initiatives of Globelics on a regular basis. As an important feature the member are allowed to publish their own articles online.*

#### **Activities and their organisation**

*The Globelics website is managed by the Department of Business and Management in Aalborg University. The structure of the Globelics website is the following:*

- *About Globelics (providing information on Globelics in general: history, organisation, activities)*
- *Subpages for the Regional Lics (Regional chapters for Africa, Asia, Latin America and the Mediterranean region (AfricaLics, Asialics, Lalics and MEDALics))*
- *Publications (Globelics Working Papers and reports, Globelics Journal Network. Also an opportunity to upload or link to publications one wishes to be shared with the Globelics community)*
- *Travel support (guidelines to apply for travel support from the Globelics Secretariat related to the Globelics events)*
- *Events (list of events provided by the Globelics community)*
- *News (news from the Globelics Scientific Board and from the Globelics Secretariat. Members of the community are allowed to post their own news)*
- *Contact (contact information of the Globelics Secretariat)*

#### **Results and outcomes**

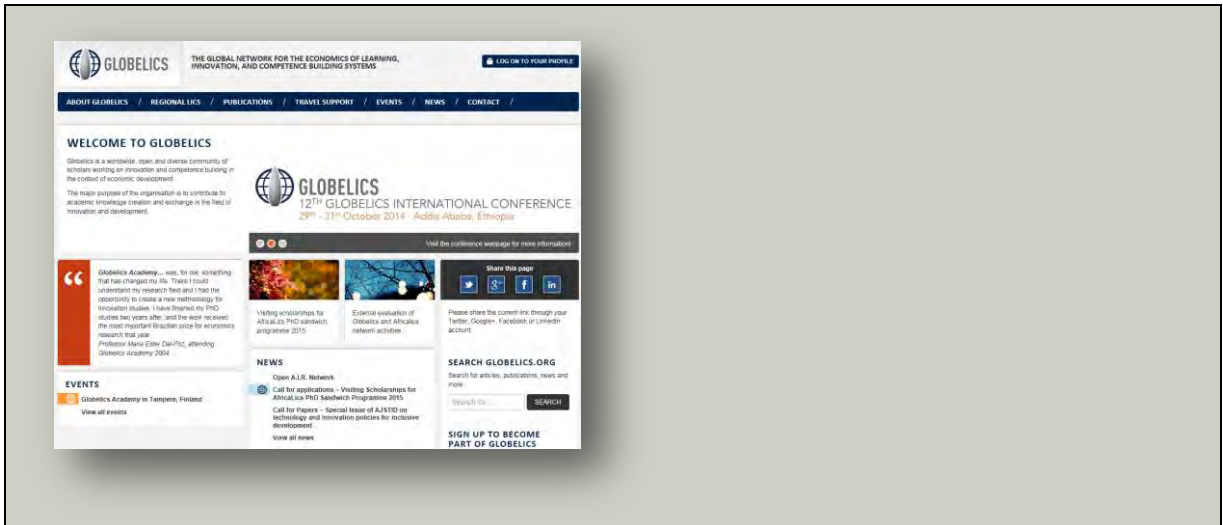
*The Globelics Website has had more than 4 million visits and there are 2000 registered users in the network.*

*Results of the website include:*

- *Sharing and providing information on the current activities*
- *Providing a portal for reports and other publications*
- *Providing extranet for the Globelics members*
- *Strengthening communality and commitment, especially among the registered members*

#### **Lessons learned**

*The Globelics website represents relevant activity with added value on networking. It improves collaboration and facilitates interaction and it can be seen as a communication channel for policy-making in the respective countries. Globelics website has worked well as a platform for the LICS community to share ideas and news. Furthermore, the website has been utilised in research capacity building and strengthening mutual learning among the stakeholders. The web content could be improved by systematic updates and by providing new elements/applications for the users, e.g. adding a news item of the month (the most relevant piece of news for the stakeholders in that month), allowing visitors of the website to participate in a survey, and adding a group discussion application to facilitate communication and knowledge exchange.*



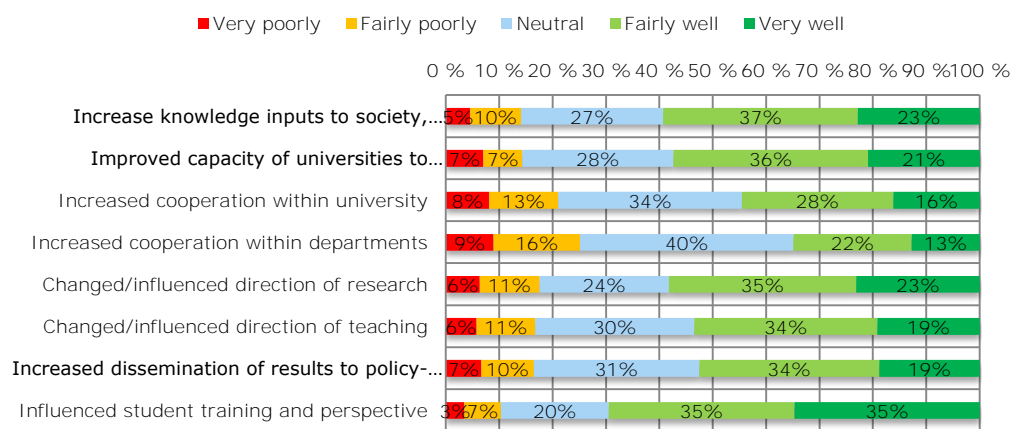
#### 4.2.4 Impact and sustainability

The survey and interviews support the view that Globelics has had a major impact among researchers in developing countries and the network is well-recognised. Many key persons from developing countries have participated in the annual meeting when it has taken place in their country or region. The Academy has had a similar, very positive impact on young scholars.

When analysing the future possibilities of Globelics, a broader overview on current and expected trends related to the network should be taken into account. There is a crying demand to address the same economic / innovation system –related challenges in the less-developed countries than what the more developed countries have already been addressing. The classical neo-liberal approach utilized by most international organisations does not work on this. The advantage is that the Globelics provides a multilateral platform for global issues.

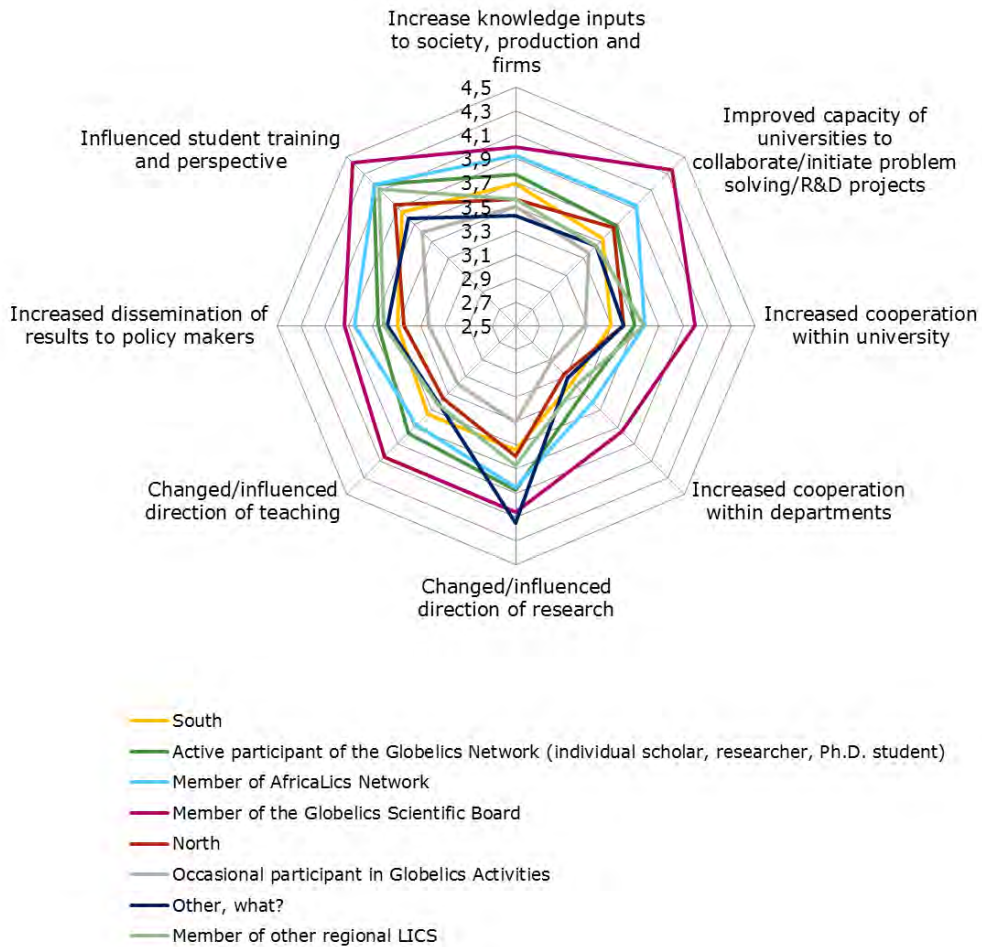
In the survey, the respondents were asked to assess the impact of Globelics network activities on a range of activities. The Globelics network has had the greatest impact on the training of students (3.9 on a scale of 1-5) The second most important impact has been the increased knowledge inputs to society, production and firms (3.6) and the changes and influence to the direction of research (3.6) (Figure 34). Interestingly, the results for impact of Globelics on various activities differ remarkably when they are examined by respondent groups. For example, the members of the Globelics Scientific Board gave the highest rating to the various Globelics activities.

Among other things, these results highlight the systematic and consistent perception differences between different participant groups of Globelics – the members of the Globelics Scientific Board being the most positive of all, while the occasional participants being the less positive ones.



**Figure 34 Impact of Globelics on various activities**

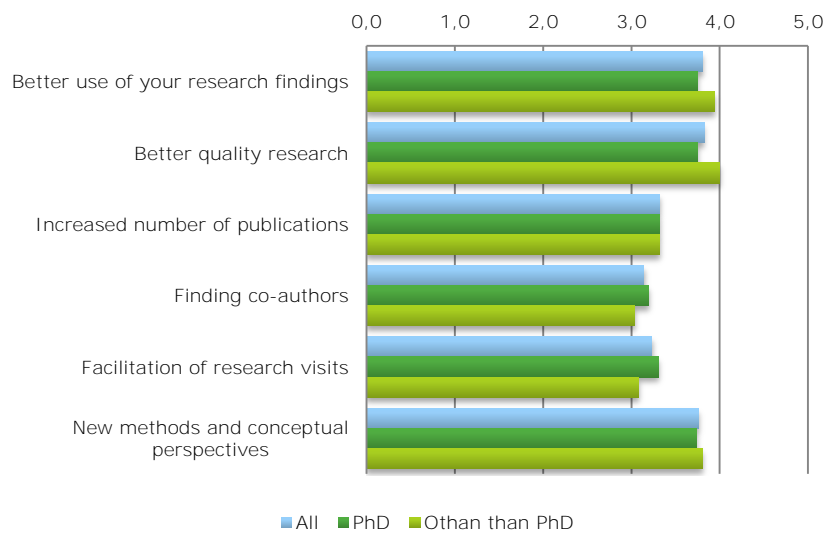
*[Question 22. From the point of view of your work, has participation to the Globelics network supported/facilitated the following activities? (1=Very poorly, 2=Fairly poorly, 3=Neutral, 4=Fairly well, 5=Very well, Don't know) (n=302)]*



**Figure 35 Impact of Globelics on varied activities by respondent group**

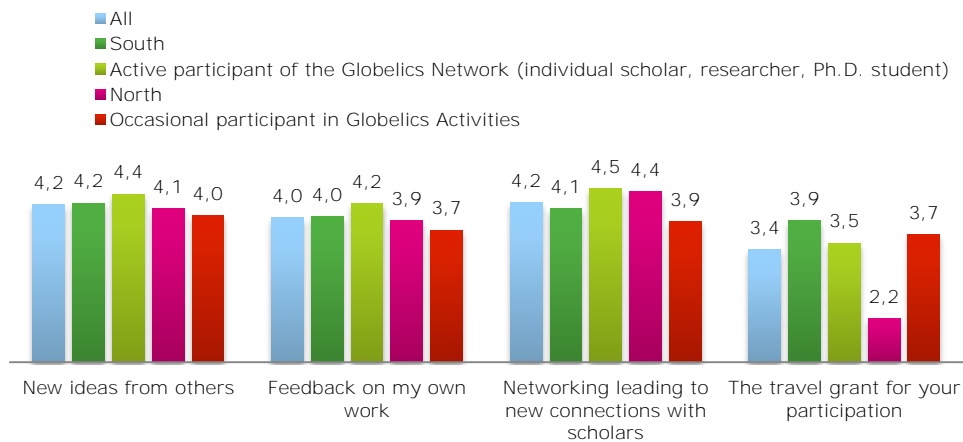
*[Question 22. From the point of view of your work, has participation to the Globelics network supported/facilitated the following activities? (1=Very poorly, 2=Fairly poorly, 3=Neutral, 4=Fairly well, 5=Very well, Don't know) (n=302)]*

Furthermore, the survey respondents were asked to evaluate the impact of Globelics on their own work and research. The results show that the Globelics network has had the greatest impact on the use of research findings (3.8), through better quality research (3.8) and the introduction of new methods and conceptual perspectives (3.8). Impacts were weakest for finding co-authors (3.1.) (Figure 36). Overall, these results are quite positive: Globelics clearly has an impact on the quality of research. The results between respondent groups "PhD" or "Other than PhD" did not differ remarkably.



**Figure 36 Impact of Globelics to the respondent's work by respondent background**

In the survey, the respondents were also asked to assess the achievements of the Globelics conferences. According to the respondents, the Globelics conferences best supported networking between scholars (average 4.2 on a scale of 1-5) and the diffusion of ideas (4.2) (Figure 37). The results between respondent groups did not differ remarkably except for the travel grant.



**Figure 37 Achievements of Globelics Conferences**

[Question 31. Please rate the following achievements of the Globelics Conferences: (1=Completely irrelevant, 2=Irrelevant, 3=Neutral, 4=Relevant, 5=Very relevant, Don't know) (n=206)]

### Policy impact

Starting from both the theoretical and empirical approaches, Globelics is positively and strongly oriented towards influencing policy making. However, the relationship between Globelics and policy making and policy makers should not be seen in a narrow and short-term perspective. The **most natural role of Globelics is to train "new" policy makers with better qualifications and capacities.** This does not exclude developing dialog and building up learning spaces for existing policy makers, and improving dissemination of research outputs in various forms.

Inclusive development is gaining momentum globally and Globelics is expected to engage into good and relevant analysis of these challenges and to contribute to well-considered policy



recommendations for meeting the challenges. Perhaps in the future, Globelics should also be able to put greater emphasis on getting young people involved.

Globelics has offered, and still offers an alternative platform for thinking and policy approaches to the big, established international organisations, such as OECD and World Bank, which are often occupied by the interests of large developed economies. The reputation of these organisations in Latin America and Africa in particular is not very good, hence providing some demand for Globelics.

Based on the evaluation data, the Globelics is essentially a researcher network. Even if the issues studied may be larger than Globelics can properly address, but perhaps it could liaise with other organisations to have more leverage and impact on change. It is however difficult to find such organisation. According to the interviews, there are varying opinions on whether the international organisations like World Bank, OECD, European Commission or UN have managed to address these challenges properly and to lead the policy-thinking. It has therefore been suggested that perhaps the Nordic development agencies and foreign ministries could jointly lead and support such a policy agenda with Globelics.

### *Sustainability*

Alongside the changes in the Secretariat, Globelics is facing generation transition after Professor Bengt-Åke Lundvall steps aside from the Secretary General position. Professor Cassiolato is considered a good and secure successor, but good management of the transition period requires better institutionalization of Globelics and its governance system. In this respect, the Globelics Scientific Board has prepared a proposal for a Globelics Constitution, with the aim to ease the transition process. Whatever the governance system is, it is seen important that all regions, genders, age groups, seniors and juniors, disciplines etc. are equally represented.

One of the main characteristics of the Constitution is that the earlier informal network is replaced by certain more formal procedures. Some basic principles of the new organisation have been fixed, but many practical procedures are still quite open and require more work in the future.

In the below SWOT table we have synthesised the key findings of Globelics.

**Table 6 Overall SWOT analysis of Globelics**

<p><b>STRENGTHS</b></p> <ul style="list-style-type: none"> <li>- Uniquely broad geographical coverage of the network, ranging over each continent. This allows for true international comparison and collaboration.</li> <li>- Very strong connection to a global policy-agenda. Addressing a highly relevant, yet complex development issues with translational research approach.</li> <li>- <b>Good reputation and a large stock of 'goodwill'</b> created over the years</li> <li>- Conceptually open / multidisciplinary network</li> <li>- Well-developed mechanisms and practices for research capacity building</li> <li>- Well-elaborated organisational routines for conferences, academies, workshops, etc.</li> <li>- Strong leadership</li> <li>- Light organisation combined with high work efficiency</li> </ul>	<p><b>WEAKNESSES</b></p> <ul style="list-style-type: none"> <li>- A certain degree of conceptual inertia and limited ability to integrate new research issues in a quickly developing field</li> <li>- Limited ability to include new and younger people in defining the research agenda and leading the network based on academic merit.</li> <li>- Lack of transparency in decision-making and concentration of power to a small group of people</li> <li>- Culture of joviality may override professionalism.</li> <li>- Lack of managerial ability to organise the network in a sustainable way</li> <li>- Lack of encouragement for creative thinking and out-of-the-box ideas.</li> </ul>
<p><b>THREATS</b></p> <ul style="list-style-type: none"> <li>- Funding of the network essentially on one source (SIDA) which causes a risk for continuity</li> <li>- Leadership crisis when the current head of the</li> </ul>	<p><b>OPPORTUNITIES</b></p> <ul style="list-style-type: none"> <li>- Defining Globelics as the premier global forum for high-quality research on innovation and development.</li> </ul>



<ul style="list-style-type: none"> <li>- secretariat retires.</li> <li>- Loss of a good balance between the two objectives (i.e. research excellence and capacity building).</li> <li>- Lack of attractiveness towards leading young scholars</li> <li>- Pressure to move from a loose network to a more formal organisation may stifle dynamism.</li> </ul>	<ul style="list-style-type: none"> <li>- Responding to the growing demand for innovation policy awareness and capacity-building in developing and emerging countries</li> <li>- Leveraging the regional Lics as a means to expand without cost and organisational burden</li> <li>- Using the current transition in organisation to address some of the above managerial and financing challenges</li> </ul>
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### 4.3 Assessment of Regional Lics

In the regional Lics there is more room for engagement of end-users and policy-makers and over all, the current organisation of Globelics is regionally-oriented, having emphasis on regional specificities. This is interesting, but it could perhaps be more beneficial (for the dissemination of knowledge) to organize the network according to thematic challenges and solutions or in a matrix organisation combining both geographical interests and thematic focus areas.

There is a natural need for the exchange of best practices across regional Lics. There has been some discussion about enhancing collaboration, e.g. organizing joint calls, thematic collaboration, cross-peer-reviews on different topics as well as more generally exchange of best practice. The fact that most regional Lics do not have a full-time secretariat like AfricaLics may slow this down a little.

Establishment of Eurolics is a positive initiative to the whole Globelics world. Based on the interviews, Eurolics provides an opportunity to increase information from arrangements and experiences of European countries. Moving the Globelics Secretariat to Rio is very much in line with the global nature of Globelics. The distance is not necessarily a problem for SIDA, but it has been quite convenient to collaborate with Denmark.

In general, it has been seen mainly as an advantage that Globelics is a loose, open network, not tightly coordinated or rigid. This allows for regionalization and local touch. From the funders point of view, Globelics can be comparable to some other research networks in most respects e.g. African economics. But it does have some truly unique features as well including its global nature. Network participants are always fond of their own networks, and Globelics is not exception to that.

### 4.4 Assessment of AfricaLics activities

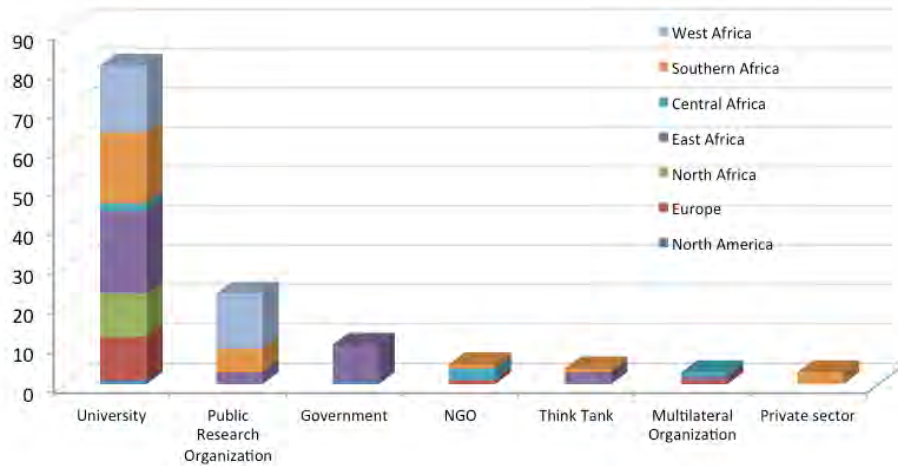
AfricaLics, which was established in 2012, is still in an early phase of its development and there is not sufficient evidence available to properly assess its effectiveness and impact. More emphasis is therefore put on the need and relevance, as well as on the organisation and efficiency of the AfricaLics activities.

#### *Relevance*

The AfricaLics baseline study covering 35 African countries (with the exception of North Africa), indicated that basically all African countries had dedicated government organs for coordinating scientific research<sup>9</sup>. There is a growing interest particularly amongst the Southern and Eastern African countries in the promotion of science, technology and innovation. In Western and Eastern African countries these policies are not equally developed. Out of the 35 countries covered, 43% had an explicit national strategy or policy guiding science, technology and innovation.

<sup>9</sup> The AfricaLics baseline study. Globelics Secretariat, 2014.

The study showed that there is a growing number of universities, research institutes and other organisations that address on these topics in Africa. There is also an active community of scholars and researchers. Around 70% of the study respondents had published in the field of innovation and research during the past 5 years; altogether 25 books, 147 journal articles, 40 working papers and 87 conference papers (among others).



**Figure 38 Distribution of AfricaLics baseline study respondents by institutional affiliation and location of their institution.**

[Source: AfricaLics Baseline study survey, Part I, Globelics Secretariat 2014. n=129]

The dissemination and exploitation of the knowledge generated by various Globelics instruments is very heavily dependent on expertise that is available nationally. Although there is a growing general interest and dedicated policies may exist, in most African countries the local knowledge and research base on innovation systems and the competence on related policy measures is still very narrow.

### *Organisation and its efficiency*

The key functioning body of AfricaLics is its secretariat, which is hosted by African Centre for Technology Studies (ACTS) in Nairobi. ACTS is an intergovernmental organisation that pursues policy oriented research towards strengthening the capacity of African countries and institutions to harness science and technology for sustainable development<sup>10</sup>.

In the last few years ACTS has been going through organisational changes. As a result of these **changes, AfricaLics seems to fit better with ACTS's own agenda and complements its research** and training programmes. AfricaLics already represents a good part of ACTS activities and should eventually develop from a project to a sustainable function of the hosting organisation.

Some of the other key institutions currently engaged in AfricaLics operations are University of Dar es Salaam, STIPRO, Makerere University of Uganda, Moi University, Panafrican University of STI (AU) in Kenya and the Ministry of STI, NACOSTI (support to Academy).

AfricaLics has been operational for about three years and SIDA has been supporting its activities since 2013. **During these first years, much of AfricaLics' activities have focused on the proper setting up of the network functions and on specifically agreed activities, such as training courses and research project calls.** Overall, AfricaLics as a project appears to be on track. During 2014, its key activities included the following:

<sup>10</sup> <http://www.acts-net.org/about-us>

- The 3<sup>rd</sup> AfricaLics PhD Academy (two first ones funded under Globelics) has been postponed to 2015
- Making the masters module on innovation and development available online, with two universities have taken up aspects of this module, and four more are considering it.
- Setting up the PhD sandwich programme with Aarlborg University, with first six students arriving in Denmark.
- AfricaLics (and ASB) was also actively involved in organising, contributing and present (e.g. with AfricaLics Outreach Reception) in the Globelics Conference in Addis Ababa in 2014.
- Agreement on the the next AfricaLics conference to be held in Rwanda in 2015
- Various networking activities, meetings and seminars with stakeholders
- Setting up of an online knowledge base
- Further to a call, receiving altogether 19 proposals for small research or book projects submitted, of which six have been selected for funding.

AfricaLics has been efficient in engaging participants to its various activities. According to the survey results, approximately a third of the participants to the AfricaLics network had played some role in the setting up or running the AfricaLics network.

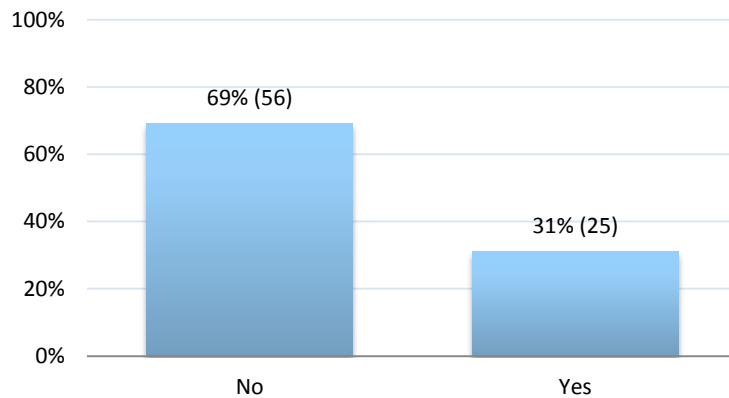
Based on the numbers and feedback, the AfricaLics masters module on innovation and development appears to be working well, and acting as an entry point for newcomers into Globelics. The up-scaling of the Masters Module has also been seen an important task. It is still early to assess the functioning of the PhD sandwich programme.

One particularly important and appreciated element of AfricaLics is the incubation of thematic research projects for building up research capacity on innovation and development in Africa. The Maputo workshop in 2013 had gathered some 75 researchers for discussing about relevant challenges and topics for research projects. As an outcome of that, key thematic areas for **AfricaLics were identified (so called 'neglected research areas')** and matched with those earlier identified in All Africa Seminar in 2012. In these themes AfricaLics was deemed to provide support for book projects, project proposals or a combination of both.

AfricaLics book projects are aimed to address areas with already existing knowledge, but need for wider dissemination, while small research proposals are aimed at areas where larger research **projects could be initiated. The role of SIDA 'seed funding' is therefore to incubate larger** research projects and consortia. As a result of the first funding call of USD 200,000 in 2014, altogether 19 proposals were received. At the end, six proposals were funded, covering all four regions of Africa.

The operation of the research funding has not been without challenges. There have been several **months' delays in grant procedures, with the result of two grantees dropping out, as well as** delays in disbursement of grant instalments. There may also be difficulties in utilising these funds as match-funding to leverage other research funding. These are, however, technical / administrative issues that the AfricaLics secretariat is already working to address.

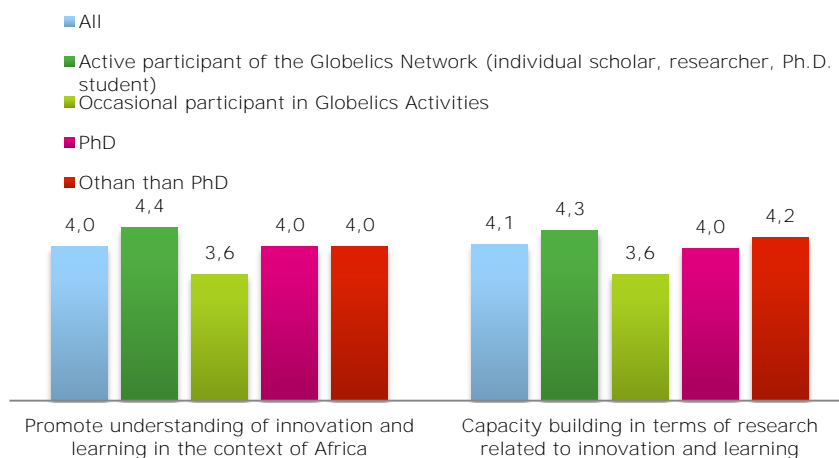
Despite its administrative challenges, the AfricaLics seed funding for research projects is generally considered to be rather successful. It is providing concrete means for initiating good quality, collaborative research projects on relevant African topics. Once properly functioning, there would be good potential to expand these activities as well.



**Figure 38 Role in Africalics**

[Question 38. Have you had any particular role in the setting up, or running of the Africalics network? (N=81, Mean =1.31, Deviation=0.46)]

When the Africalics network was assessed from the point of view of its objectives, the network received an average of 4.0 for the category "Promote understanding of innovation and learning in the context of Africa" (Figure 37). On a scale of 1-5, this corresponds with 4, "Fairly well" on average. For the objective "Capacity building in terms of research related to innovation and learning" the respondents gave the AfricaLics network an average of 4.1, meaning that the network is meeting this objective fairly well on average. Figure 36 shows that the respondent group "Occasional participants to the Globelics activities" have the most critical view. This result is in agreement with the results for the Globelics conference (see Figure 26 above).

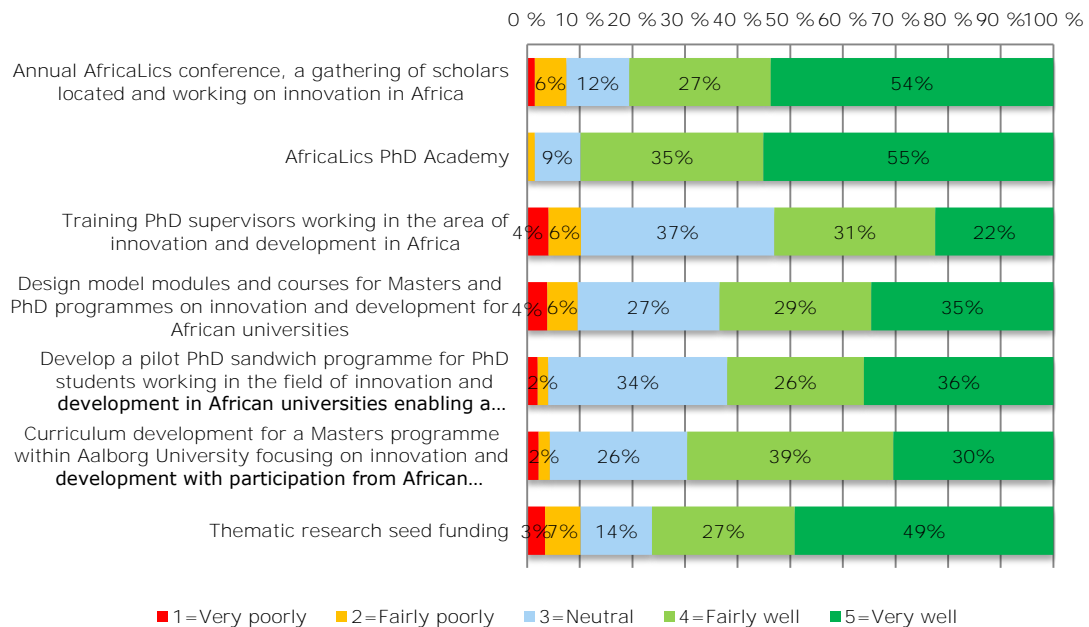


**Figure 37 Meeting the objectives of the Africalics network**

[Question 40. Taking into consideration the relatively recent establishment of the Africalics network, how well do you consider Africalics to have succeeded in meeting its objectives to: (1=Very poorly, 2=Fairly poorly, 3=Neutral, 4=Fairly well, 5=Very well, Don't know (n=81)]

Based on the survey, the Africalics has best succeeded with the Africalics PhD Academy (Figure 38). Even 90% of respondents assessed that the Africalics PhD Academy had succeeded "Fairly well" or "Very well". Also, the Annual Africalics conference and thematic research seed funding were perceived as successful activities of the Africalics. On the other hand, there was variation in the other results e.g. training of PhD supervisors, designing of modules and courses for Masters, developing of a pilot sandwich programme for PhD students, and curriculum development for a Masters programme (Figure 38).

Based on the results, AfricaLics conference and PhD Academy are considered to be successful, while training of supervisors, design of modules and curriculum development need further development.



**Figure 39 Success in AfricaLics to have succeeded in conducting its key activities? (1=Very poorly, 2=Fairly poorly, 3=Neutral, 4=Fairly well, 5=Very well, Don't know) (n=80)]**

### Future development and sustainability

There is some anticipation that there could be a second phase of support from SIDA for the Globelics and AfricaLics network activities. Particularly as the AfricaLics is still at so early stage of development that such a follow-up would seem reasonable to consider. As mentioned earlier, AfricaLics has been in operation for three years and depending on the prolongation decision, its current funding from SIDA is due to end either in 2015 or 2016. Although it is likely the activities are continued, it is still timely and relevant to consider what are the alternative future directions of AfricaLics. This discussion is being held amongst the AfricaLics Scientific Board and the secretariat has been preparing a vision paper for that purpose.

When asked what should be the vision of AfricaLics, ideas raised by the interviewees included issues such as that the network could be more established, with a roadmap to building sustainability of the network. These are logical responses, taking the relatively young age and timeline of AfricaLics. Several also wished for more policy-makers, private sector and young scholars to be involved, although this has been actively addressed in the current operation as well.

Perhaps also the organisational set up of AfricaLics needs to be given further thought over the long run. Currently there is no Executive or Steering Board for AfricaLics, which means that also other than research-related issues are brought to the Scientific Board. This could also clarify the mandate and role of the AfricaLics Scientific Board as well.

#### **Box 4. AfricaLics PhD Academy in Algiers, 2013**

##### **Background**

*The foundations of the Academy lay in the three main languages inherited by Africa: English, French and Portuguese. Therefore it was agreed that Anglophone and Francophone parts of Africa could have separate sessions of the AfricaLics Academy: the first in Nairobi (Kenya) for English speaking participants and the*

second in Algiers (Algeria) for French speaking attendees. The purpose of the Academy has been to support the training of African Ph.D. students engaged in research on innovations and technology systems to develop and stimulate their policy awareness and management issues related to the field of research in question.

### **Activities and their organisation**

The Algiers Academy was conducted in two phases and over two years. The first stage, in April 2012, took the form of an international seminar directed towards local students, senior researchers and professors from the North African region. The seminar was hosted by the Higher Institute of Management and Planning (ISGP) in Algiers and funded exclusively by the institute. One of the event objectives was to assess the scale of the research community on the Innovation and development issues in the North African region.

The second AfricaLics PhD Academy 'Emerging Innovation systems for development and Innovation Management in Africa' was conducted in October 2013. The event was opened with an inaugural colloquium with participation of researchers, students and policy makers, and it brought together 19 students and 11 instructors from 14 countries. The Academy mainly targeted French speaking countries in Africa. The delivery models of the training included lectures, seminars, roundtable discussions and critical reviews of students' research by fellow students and senior scholars. The different sessions were structured in a way that encouraged active discussions among participants in order to enhance their critical thinking about African Contemporary issues.

The main funding of the Algiers Academy came from the region; 60% of the needed funds originated from local sources, thus helping to secure the commitment of locals to the event.



### **Results and outcomes**

Paulin Gregory Mvogo) from the University of Cameroon (left in the picture above) participated in the Algiers Academy in 2013. He had submitted a paper on financing innovation which was awarded as the best paper of the event. Before being selected to the Academy, Paulin often needed to justify his research interest within the university. After the award, he has been taken more seriously amongst colleagues and has been referred to as an example of international collaboration by the University. He has strengthened his knowledge in the academy, gained many important insights to his research and made numerous new contacts. After the event he has stayed in contact with Academy colleagues. In the future, Paulin pursues for an academic career and he wants to become a national coordinator for AfricaLics in Cameroon.

Besides these personal benefits, the Academy was highly appreciated in general. The high level of satisfaction was expressed by both the students and other participants.

Based on the evaluation survey and the final report (conducted by the Academy), the main outcomes were the following:

- the bilingual dimension worked out very well
- the lectures given on methodology (6 out of 14 lectures) were considered very important
- the use of the video conference technic was crucial for distant lecturing
- the event also supported awareness and knowledge related to Globelics
- the event provided high level of interaction between the instructors and students
- students commenting on each other's work reflected a high level of engagement as well as interest

The second AfricaLics Academy also benefited from broad and intensive media coverage during and after the event. The Academy and the opening colloquium were reported in eight newspapers as well as in the Algerian Press Agency.

### **Lessons learned**

The PhD Academy offered a very concrete and targeted mean to increase the research capacity of African participant countries. The event supported the commitment of research community and strengthened future collaboration in the research field.

Based on the evaluation survey, the overall content of the lectures received positive feedback from the students. On one hand majority of students agreed that innovation theories received enough attention, but on the other there were two issues in which minority of students were not satisfied: the Africa-focused innovation issues and theories of development as well as the quantitative dimension of methodology. These topics will require more attention in the future.

Finally visibility in media should be also emphasised: improved visibility gives researchers a voice and helps reporting the research outcomes to wider audiences.

#### **Box 5. AfricaLics Conference in Maputo**

<http://www.africalics.org/images/Reports/Africalics-Maputo-WorkshopReport.pdf>

##### **Background**

The purpose of the conference was to bring together researchers from the innovation and development community in Africa and to provide a space for creative thinking concerning new research projects or dissemination of research. The conference was a follow-up to the initial meeting of academics studying innovation and development held in Dar es Salaam, Tanzania in December 2012. The AfricaLics conference took place in Maputo in December 2013.

##### **Activities and their organisation**

The conference preceded an open call which resulted in 74 applications. The conference focused on group work for the duration of two days. First day was started in a plenary session containing introduction to the event and a presentation outlining experiences of Latin American scholars in development of vibrant innovation and development learning research community connected to policy and business of the region. Next, the participants conducted a series of exercises in groups focusing on thematic areas such as the role of women in Africa's innovation system, work organization and competence building and overcoming raw material curse through new manufacturing and service activities. By the end of the second day participants in each thematic group had developed a number of project ideas. Also, every participant had an opportunity to comment on ideas. A closing plenary session drew out cross-cutting issues between projects, possible areas of amalgamation and identified areas absent from the discussions.

##### **Results and outcomes**

At the end of the conference the following future steps were identified:

1. The development of a knowledge bank on the AfricaLics website to support innovation and development scholars in Africa
2. The development and publishing of an open call for seed funding proposals for collaborative projects such as those discussed during this conference.

A total of 15 cross-cutting project ideas (e.g. gender, environment and financing) were proposed during the conference. Participants were asked to elaborate ideas forward through continued discussions among team members. In addition the project ideas were further developed for the open call for seed funding which was organised after the event. The conference resulted in a total of 19 applications for seed funding. Many applications were of good quality. The organisers considered the conference as a feasible tool to secure number and quality of applications for the call.

##### **Lessons learned**

The role of the conference was essential in indicating the overall progress and success of AfricaLics development in every respect. The event has been considered as one of the successful activities of AfricaLics.

The conference demonstrated that there is often emphasis on practical problems which can obscure academic rigour. Also, it was pointed out that innovation scholars should consider themselves as part of innovation process instead of being outside researchers.

In addition, the following issues were raised for the design of future events:

- The opportunity to discuss across groups was considered useful. Therefore these opportunities should not be rushed.
- It is difficult to bring together people from different ideas or disciplines and levels of seniority. The activities should be arranged in a way which effectively breaks down barriers, particularly between younger and more established scholars.
- Effective planning of the two days illustrated that promoting project development in such a short period of time is possible.
- The challenge in the future is to keep up active communication going on also after the conference.



## 5. CONCLUSIONS AND RECOMMENDATIONS

### 5.1 Overall conclusions

One of the key characteristics of the Globelics network is its open formation and looseness of coordination. It is not a membership-based collaboration network, but an openly defined community of participants. All and anyone who has ever participated or contributed to one of the Globelics activities is part of Globelics. This openness and non-formality is naturally an important principle with the following consequences:

- Globelics is able to cover a large set and variety of different actors.
- It is a community, which does not necessarily require constant active participation. One can come and go, as felt interesting and relevant. No commitment, nor an annual membership fee.
- The recently developed Globelics Alumni –tradition is somewhat a response particularly to the above. It is to sustain previous participants within the loop of the community and its activities.
- Engagement of participants is typically done separately for each activity. For community **'members' this is easy and convenient** approach. For the activity organisers, it means concepts and practices need to be well-defined or standardized to ensure efficiency and quality. Creating synergies between AfricaLics and other RegionaLics has already been on the discussion agenda.
- The loose nature of organisation automatically puts some coordination pressure for the Globelics Secretariat, as responsibilities can be delegated to community members only on voluntary bases. Against this background, it is also natural that there are several levels of activity or commitment **'layers' in the Globelics community** – the active and experienced leaders in the very core, while passive and occasional event participants at the outskirts.

In the light of the above, it appears a logical development that the regional Lics have been organised independently. Although the regional Lics do follow the values, principles and practices of Globelics as a whole, they do organise, finance and manage their activities fully independently, also allowing for some regional specificities and adaptation. The only exception to this is AfricaLics.

It is perhaps true to say that the Globelics network has been essentially built on its own principles of evolutionary thinking, avoiding strictly predefined objectives and rigid structures. Its current operations and evolutions are easy to reflect against this background. One should therefore distinguish the development of Globelics as a research community, and Globelics as the project and its set of activities agreed with Sida. Many of the fundamental questions are related to the previous. Furthermore, also Globelics and AfricaLics differ by nature from each other, the former being more generic collaboration platform, while the latter being more practical implementation mechanisms towards a specific geographical direction.

Overall, the whole Globelics community is warm, open and positive. It carries a very good reputation and is widely respected both amongst the research community and amongst policy-makers. Due to its specific nature – particularly its wide geographical coverage and capacity-building nature – it is often challenged by different, sometimes event controversial objectives of pursuing the highest research excellence and addressing burning societal policy-challenges of developing countries. This difficult task it has managed well, and it would be unfair to evaluate the impact of Globelics merely from one or another perspective.

It is the primary objective of the Globelics Community to develop its activities towards a sustainable, dynamic and diverse community characterized by diversity and high raising scientific standards, with the ultimate objective to contribute to a more socially cohesive and



environmentally sound development in all parts of the world.<sup>11</sup> In doing so, it wishes to establish a proper division of labour between the new and old secretariats and to build on the strengths of the Aalborg University. To this end, there are three strategic developments currently being planned or under preparation. A constitution for the Globelics is being finalised, setting the key principles for its future operation. Second, there is an ongoing dialogue on the strategic lines of the network form and content of activities. Furthermore, the Secretariat and Board Members are actively seeking fundraising opportunities with the purpose of expanding the funding-base of the network. Overall, the key development challenges of Globelics can be synthesised into the following questions:

**Objectives:** How to smartly combine the pursuit for research excellence, support to research capacity building, as well as the efficient utilisation of research results in policy-making?

**Way of organising:** Whether to stay as an open, undefined and loose community or to develop towards a more defined and coordinated network?

**Efficiency and performance:** Which means are well-functioning, which less and why? Overall, Globelics has been well-functioning and very efficient, but some of its activities require further development.

**Impact:** Overall, Globelics has a high impact both on research and on policy-making, while there is practically unlimited demand for research capacity building and policy support in the developing countries. Question is, to which extent can Globelics address that.

**Continuity:** Globelics is in a transition and several options are still open. The current mode of operation is clearly temporary and a more sustained mode needs to be found. A key element to that end is the future funding of activities.

For the above purpose, open and even critical discussion is needed of all aspects of the networks directions, structures and operations.

## 5.2 Conclusions on Globelics

### *Relevance*

The ultimate aim of Globelics is to provide efficient thinking on knowledge, learning and innovation for development. A very important aspect of Globelics is to bring researchers from North and South together around topics of general and joint interest. It is a platform that facilitates the transfer of knowledge and experience amongst researchers, policy-makers and other stakeholders from developed and developing countries. The network is actively supporting young researchers and scholars to bring their new ideas and other skills to the table for further discussion.

Globelics is also one of the few academic networks to address innovation system development with development cooperation, and globally. There is a vast unmet need to address the similar socio-economic and innovation system –related challenges in the less-developed countries than what the more developed countries have already been addressing. There is also a need to re-address these issues in many places in Europe. There are varying opinions on whether international organisations like World Bank, OECD, European Commission or UN have managed to address these challenges properly and to lead the policy-thinking in this area. This in turn provides a need for a global platform like Globelics.

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<sup>11</sup> Strategy document of the Globelics Secretariat (draft), June 2014

In terms of theoretical approaches, the roots of Globelics are in the legacy of Joseph Schumpeter, evolutionary economics in general, and research approached related to innovation systems and learning economy. Theoretically Globelics has during of the more than ten years of its existence diversified in various directions.

- ➔ *The overall rationale and demand for the work of Globelics is evident, today perhaps more than ever. At the same time, the thinking and knowledge around inclusive innovation progresses and evolves quickly. While keeping loyal to its roots, it is equally important for the Globelics to stay abreast of development, explore new routes and adapt when necessary.*

#### **Organisation and efficiency**

The Globelics network has been expanding significantly from its early years and become a more complex organisation. This has had naturally an impact on the running costs of the network, which again puts more pressure on the funding of the network. Securing sufficient funding is one of the key operational questions of the network.

A natural response to the growth, complexity and forthcoming transitions has been further **development of the network's institutional** framework. A draft proposal for a new Globelics Constitution has been prepared by a working group set up by the Scientific Board. The Board discussed the proposal in its meeting in Addis Ababa. Also the foreseen move of the Globelics Secretariat from Denmark to Rio is generally very much supported.

Overall, Globelics activities are appreciated, considered to be useful, have been functioning well and organised efficiently. Amongst the activities, particularly the Conferences and Academies are the most well-known and appreciated. On the other hand, the usefulness of Globelics having its own working paper series is sometimes questioned, as there are also other opportunities available for publishing.

Due to the capacity-building nature of Globelics, it is natural that the quality of papers and presentations varies in Conferences. Despite this, it is a general view that the overall level of papers and presentations in Globelics has been raising significantly over the years and the Addis conference is no exception to that end. Yet still, there is a constant need to take care of the quality and think of means to improve it.

- ➔ *Globelics has been well and efficiently organised. Much of its organisation is built on informal contributions by highly committed individuals. The various activities of Globelics are, almost without an exception, very successful. At the same time, there are areas for continuous improvement and adaptation as well.*

#### **Sustainability**

Globelics is going through generation transition and good management of the transition period asks for further institutionalization of Globelics and its governance system. In this respect, the Globelics Scientific Board has prepared a proposal for a Globelics Constitution, with the aim to ease the transition process.

One of the main characteristics of the Constitution is that the earlier informal network is replaced by certain more formal procedures. Some basic principles of the new organisation have been fixed, but many practical procedures are still quite open and require more work in the future.

- ➔ *Globelics is going through a period of transition, in which it needs to redefine its way of operation. It is important that the transition is well thought and planned. To this end, the application for extension of SIDA's funding until the end of 2016 is well timed, allowing more time for Globelics to complete its sustainability planning process.*

### ***Impact***

Globelics is essentially a researcher network. The evaluation supports the view that Globelics has had a major impact among researchers both in developed and in developing countries and the network is well-recognised. Due to its open and global nature, Globelics has also a large diaspora and the alumni is a welcomed activity to keep that diaspora aware and connected.

Starting from both the theoretical and empirical approaches, Globelics is positively and strongly oriented towards influencing policy-making. However, the relationship between Globelics and policy making and policy makers should not be seen in a narrow and short-term perspective. The **most natural role of Globelics is to train “new” policy makers with better qualifications and capacities**. This should not however exclude developing a dialog and building up learning spaces for existing policy makers, and improving dissemination of research outputs in various forms. Hence, one of the key challenges of Globelics relates to having policy-makers more closely involved in the activity. Unless they are involved, it is difficult to make direct impact on policies.

Inclusive development is gaining momentum globally and Globelics is expected to engage into good and relevant analysis of these challenges and to contribute to well-considered policy recommendations for meeting the challenges. To this end, the regional Lics offer more room for engagement of regional end-users and policy-makers. Over all, the current organisation of Globelics is increasingly regionally-oriented, having emphasis on regional specificities. At the same time, there is a natural need for thematic collaboration and exchange of best practice across regional Lics. Hence, there has been discussion about enhancing collaboration, e.g. organizing joint calls, thematic collaboration, cross-peer-reviews on different topics as well as more generally exchange of best practice. The fact that most regional Lics do not have a full-time secretariat like AfricaLics may hinder this to some extent.

The establishment of Eurolics has been seen as a positive initiative to the whole Globelics. Eurolics provides an opportunity to increase information from arrangements and experiences of European countries.

→ *Globelics has made an evident research contribution and important policy contribution, but its policy impact mechanisms are long. Ways should be sought to increase direct dialogue with policy-makers, without jeopardising research excellence or independence.*

### **5.3 Conclusions on AfricaLics**

There is a specific need and rationale to support the establishment of a regional research network on Lics in Africa. The continent has a high donor-dependency and it would be difficult to establish a Lics in Africa without an external initiation and specific support. Equal to other regional Lics, also AfricaLics has strong focus and approach to regional challenges combined with close involvement of local and regional stakeholders.

One of the challenges of AfricaLics is that in African countries dissemination and exploitation of the knowledge generated by Globelics activities is heavily dependent on expertise which is available nationally. In most countries this competence is thin and narrow, and there is a general shortage of knowledge institutions to facilitate efficient dissemination and accumulation of knowledge. Many researchers coming from African countries have difficulties to get their papers accepted for the Globelics conferences. AfricaLics lowers this threshold and paves the way for successful participation in Globelics conference.

The AfricaLics secretariat is currently hosted by ACTS (African Centre for Technology Studies) in Nairobi, which is an intergovernmental organisation that pursues policy oriented research for sustainable development. ACTS as an organisation has been growing and going through

organisational changes. In ACTS, AfricaLics activities and secretariat function are located in the STPI institute, where it represents a major part of activities. Earlier AfricaLics did not perhaps fit so well into the programmes of ACTS, while apparently today it does, and there are many areas of synergy. For obvious reasons it is important that the AfricaLics and ACTS activities complement each other.

→ *AfricaLics is still in its early phases and it is somewhat premature to assess the results and impact of its activities. Instead, it is important to ensure the activities are well established, response to needs and progress towards sustainability. The evaluation results support the perception that AfricaLics is progressing well.*

#### **5.4 Recommendations for future development**

The following recommendations are made to ensure the positive and sustained development of Globelics and AfricaLics activities:

##### **Recommendation 1: Ensuring a swift handover and continuation of the positive spirit of Globelics community**

There has been an enormous amount of effort put to the establishment and development of the Globelics community over the time. It is an active research community with a positive working spirit, reflected also in the amount of shared responsibilities and voluntary contributions. The SIDA funded activities are an important element, if not instrumental to the operation of the network. The transition of the Globelics secretariat to Rio is one of the largest changes in the recent history of Globelics and ensuring this transition goes swiftly is of paramount importance. In this regard, the anticipated prolongation of the current SIDA project is much welcomed, as it would provide more time and resources for a good preparation of the transition and its follow-up activities.

##### **6. Recommendation 2: Working out a sustainable operating and funding model**

Over the years, the Globelics network and community has grown and expanded to new geographical regions, particularly with the establishment of new RegionaLics. At the end, this development reflects the overall relevance of the topics and the generally very positive experiences of participants at the various Globelics activities. The expansion of the network also means more coordination work, or at least the establishment of common rules for joint activities. This work has already begun in the form of developing a common 'constitution' for Globelics.

The growth and organisational development of Globelics also raises the question of a sustainable funding model. Many activities of the network are already independently funded, while its core activities are funded on project basis. SIDA has been instrumental for this, as well as the support from the Aalborg University. Although this arrangement may well continue beyond the current project period, a more permanent basis could be sought. Defining a funding model for Globelics – which is sustainable and reflects the new form of operation – is an issue that should be carefully studied and considered in connection with the formulation of the new constitution and the allocation of network responsibilities (e.g. between new and current secretariats, or between Globelics and RegionaLics). This is also a good time to reflect whether the current legal entity type of Globelics is the most appropriate also in the future.

##### **7. Recommendation 3: Earlier engagement of policy-makers and other stakeholders**

Globelics is doing a great job in creating new, societally relevant knowledge, as well as in educating young researchers for their academic and other careers. But Globelics could still do

more in terms of contributing to better policy-making, and could also benefit itself from a more active dialogue with policy-makers (for example in terms of identifying new research topics). Our recommendation to this end is for Globelics to earlier and more systematically engage policy-makers and other relevant stakeholders (e.g. policy analysts, implementing agency professionals, who would benefit from the Globelics discussions) in Globelics activities. This could be done easiest in conferences (for examples non-academic commentaries, panellists,..) and would not mean compromising on the quality of research. To some extent this has already been a common practice in RegionaLics and AfricaLics.

#### **8. Recommendation 4: Efficient and effective dissemination**

Globelics has generated a wealth of valuable knowledge and experience that is worth sharing and distributing efficiently and systematically. To a large extent this is already done through publications, journals, in conferences and through the various professional connections that Globelics participants have. It is perhaps just because this knowledge is seen so interesting and relevant that so many participants would like to see it also more efficiently distributed and utilised. Clearly the current website and journal series alone are not doing the job sufficiently. More (inter-)active use of (social)media and other methods of disseminations should be considered. Most importantly, Globelics should elaborate its communication and dissemination strategy, in which it identifies its relevant partners and target groups, and defines the best ways of relating to them.

#### **9. Recommendation 5: Systematic building of AfricaLics and RegionaLics**

At the end, the real leverage of Globelics is generated through its spread arms – the AfricaLics and RegionaLics networks. They offer a good way of extending the reach, and the possibility of localising the knowledge and benefits of Globelics. A good balance needs to be found between the benefits of proximity and homogeneity of the geographical approach in RegionaLics, and the benefits of cross-regional exchange of experience, comparison and mutual learning in joint thematic activities. Today, there is a need to enhance the latter in Globelics; to develop cross-regional collaboration for addressing mutually relevant themes and issues, for example by establishing thematic groups or projects across regions.

Systematic building of regional research capacity is an essential function of AfricaLics (and RegionaLics). In the long run, this is best done in collaboration with local institutional partners in education and research. AfricaLics has actively been establishing such connections and integrating its functions with them. We would encourage AfricaLics to continue on this path and, eventually, work its way towards an operational model, which is financially and operationally sustainable after the SIDA project is completed.

## ANNEX 1: LIST OF INTERVIEWEES

- Abdelkader Djeflat, University of Lille (USRL), France/Algeria
- Anna Kingiri, African Centre for Technology Studies (ACTS)
- Daniel Ben-Oliel, Haifa Center for Law and Technology, Israel
- Erkan Erdil, Middle East Technical University, Ankara, Turkey
- Semiah Akcomak, Middle East Technical University, Ankara, Turkey
- Joanna Chataway, RAND Europe Innovation and Technology team and Open University, Economic and Social Research Council (ESRC) Innogen Centre
- K J Joseph, Centre for Development Studies, Trivandrum, and UNESCAP
- Keith Smith, Imperial College
- Bengt-Åke Lundvall, Globelics Secretariat
- Margrethe Holm Andersen, Globelics Secretariat
- Rasmus Lema, Globelics Secretariat
- Gro Stengaard Villumsen, Globelics Secretariat
- Nina Kotschenreuther, Globelics Secretariat
- Roman Jurowetzki, Globelics Secretariat
- Erkki Kaukonen, TASTI Research Center, University of Tampere
- Mika Kautonen, University of Tampere
- Mika Raunio, University of Tampere
- Paulin Mvogo, Université de Yaoundé II
- Rebecca Hanlin, The Open University
- Tomas Kjellqvist, Blekinge Institute of Technology
- Teresa Soop, SIDA
- Tilman Altenburg, German Development Institute
- Julian Pineres Ramirez, University of Brighton
- Michiko Iizuka, UNU-MERIT
- Franco Malerba, Bocconi University
- Judith Sutz, Scientific Research Council of the University de la República, Uruguay
- Bitrina Diaymett, Executive Director of STIPRO, President of AfricaLics Scientific Board
- Jorge Niosi, Université du Québec à Montréal
- Jorge Katz, University of Chile
- Susan Cozzens, Ian Allen College of Liberal Arts
- Mammo Muchie, Tswane University of Technology

## **ANNEX 2: SURVEY QUESTIONNAIRE**

## ANNEX 3: LIST OF DOCUMENTS

- Applications to Sida from Globelics Secretariat
  - o Globelics Research Capacity Building initiative on Innovation Systems & Economic Development for Africa 2011–2015
  - o Enhancing research capacity on Innovation and Development in Africa through building the African Network on Learning, Innovation and Competence Building Systems (Africalics)
  - o Request for additional funding for Africalics research partnership building workshop, Maputo, 1<sup>st</sup>-3<sup>rd</sup> December 2013
- Agreements between Sida and Globelics Secretariat
  - o Agreement on research cooperation between Sida and Aalborg University on support of Globelics research capacity building initiative on innovation systems and economic development for Africa during 2011–2015
  - o Amendments to the Agreement on research cooperation between Sida and Aalborg University
- Reports to Sida from Globelics Secretariat
  - o 2011: Environmental Impact Assessment, Annual Financial Report
  - o 2012: Agreed minutes of the Annual meeting between Sida and Globelics Secretariat, Globelics project activity plan April 2012 – March 2013, Globelics annual report 2012, Annual financial report
  - o 2013: Agreed minutes of the Planning meeting between Sida and Globelics Secretariat, Project activity plan, Globelics annual report 2013, Financial report for Globelics and AfricaLics
  - o 2014: Agreed minutes of the Annual meeting with Sida, Globelics and AfricaLics project activity plan
- Evaluations
  - o **“Innovation Systems and Cluster Initiatives: Strategic Evaluation of a Sida Portfolio. Individual Cases”, Policy Research International, 2011**
  - o **“Evaluation of Sida’s Support to Innovation Systems and Clusters, a Research Cooperation Initiative”. Sida Evaluation, 2012: 5**
  - o **“Globelics Self Evaluation Report”. Globelics Secretariat, 2013**
  - o **“ToR. External evaluation of Globelics and AfricaLics activities, 2014”**
- Other
  - o The Africalics Baseline Study – Report on research landscape in Africa, draft report
  - o The Africalics Baseline Study – Report on baseline indicators, draft report
  - o **“Learning, Innovation and Inclusive Development – New perspectives on economic development strategy and development aid”. Globelics Thematic report 2011/12**



- **“Low-Carbon Innovation and Development”**. Globelics Thematic report 2014
- **List of Globelics’ publications**

## **ANNEX 4: EVALUATION QUESTIONS (TOR\*)**

\*Full text of the Terms of References can be found at [www.globelics.org](http://www.globelics.org)

Evaluation criteria	Key evaluation questions (the prioritized questions are bolded)
<b>Relevance (R)</b>	<p><b>R1. In what ways and to which extent are the Globelics network activities relevant for Sida development research support and Sida activities linking innovation to development in Africa and other regions? (a question to Sida)</b></p> <p><b>R2.</b> Are the objectives of the specific network and capacity building events, studies/projects relevant in view of knowledge gaps and/or information needs and, where relevant, research capacity needs within the field of innovation studies and countries addressed?</p> <p><b>R3. How appropriate and relevant are the different modalities (annual conferences, PhD academies, travel support, other types of support), individually and compositely?</b></p> <p><b>R4.</b> How appropriate are the different strategies for ensuring and enhancing relevance to partners in the network and end users (students, universities, donors, policy makers)?</p>
<b>Effectiveness (E1)</b>	<p><b>E1.1. To what extent have planned outputs and objectives of the Globelics network activities (annual conferences and academies, travel support, thematic reports/reviews, network formation, research project support) been achieved?</b></p> <p><b>E1.2.</b> What is the quality of research produced with support from the Globelics network?</p> <p><b>E1.3.</b> What is the nature of the collaboration established within the network? <b>To what extent has the Sida support been decisive in establishing or strengthening the existing collaboration?</b> What has been the role and importance of the support from Aalborg University and the ("pro-bono") contributions by other partners in the network (institutional or individual)?</p> <p><b>E1.4. Have sufficient efforts been made to disseminate research findings and ensure use of the research in partner countries and in the international donor community?</b></p> <p><b>E1.5.</b> How appropriate/plausible are the assumed causal pathways from establishing platforms of collaboration over improvements of the knowledge base and influencing development strategies to wider impacts?</p> <p><b>E1.6.</b> How adequate has the monitoring established by Globelics been in terms of supporting decision making/adjustments of activities? Has monitoring and follow-up by Sida been appropriate/useful for the achievement of objectives?</p> <p><b>E1.7. Have the expected possible synergies between the overall Globelics network, the regional LICs and the recently established AfricaLics network been ensured and to what extent? What efforts might be useful to optimize synergies in future?</b></p>
<b>Efficiency (E2)</b>	<p><b>E2.1.</b> What is the level of resources employed in the process of administering and monitoring support, and is this appropriate?</p> <p><b>E2.2.</b> Has division of labour between the Globelics Secretariat (GS), the Globelics Scientific Board (GSB), the recently established AfricaLics secretariat and the AfricaLics Scientific Board (ASB) and other partners been appropriate – for individual activities and from an overall perspective?</p> <p><b>E2.3. Have projects/activities (annual conferences, academies, research projects etc.) been undertaken as planned, i.e. following envisaged time schedules, using the resources planned and delivering outputs as planned? Are deviations from plans well justified?</b></p> <p><b>E2.4.</b> Has the network (or specific actors within the network such as the GS, the GSB, the AfricaLics secretariat and ASB) been able to use lessons learned from the implementation of different activities to improve the quality of the support administered by the Globelics Secretariat?</p>
<b>Impact and Sustainability (IS)</b>	<p><b>IS1.</b> What differences has the cooperation, capacity building and/or research projects support by Globelics (including through Sida support) made to the participating researchers and the participating institutions?</p> <p><b>IS2.</b> What differences (if any) have the findings and/or the application of the results had within the field of research, in various sectors/countries e.g. with respect to national policies/strategies and in donor organisations?</p> <p><b>IS3. Have findings from the research produced helped solve development problems and how?</b></p> <p><b>IS4.</b> Who (if any) has benefitted from the improved research capacity (direct beneficiaries such as those researchers and (PhD) students who have been attending annual conferences or academies, indirect beneficiaries such as their students or decision makers in their home countries)?</p> <p><b>IS5.</b> How sustainable is the Globelics and AfricaLics networks and which measures could be taken to ensure the best possible sustainability in future?</p>

## ANNEX 5: ASSESSMENT OF PERFORMANCE INDICATORS

Types of outputs	Anticipated outcome	Criteria	Data source	Status	Assumptions /Comments
<b>Globelics</b>					
<b>Specific Objective # 1: Support to conference participation: (a) Increase the number of scholars from low-income countries that take part in and contribute to the annual Globelics conference, leading to (b) a wider and deeper societal understanding of the role of innovation in economic development processes with an increased focus upon the problems of the least developed countries.</b>					
1.1 Report about Thematic profile of the conference and about participation as well as about how the conference has influenced the activities of participants.	Formation of global and regional research networks that give adequate attention to innovation and development in the context of the least developed countries.	Distribution of papers according to themes. Number and distribution of participants according to regions as well as qualitative data on results from their participation. Screening of submitted papers.	Analysis of conference program and participant lists combined with on line survey with supported participants. Share of total number of proposed papers that were rejected.	<b>Bibliometric report prepared January 2015 shows distribution of papers presented according to themes and countries (all conferences from 2011-2014). Presentation to GSB in Addis provides information on participation in Globelics conference 2015 in Addis.</b>	<i>The globelics experience shows that participation leads to network formation so the crucial step is to establish participation through wider advertisement and mentoring</i>
1.2 Report about participants' direct and indirect contribution to policy making in their home country.	Network participants able to communicate their insights to society.	Qualitative data on results from their participation as regards communication to societal actors	On line survey of the supported participants.	<b>Various on-line surveys conducted and policy impact reports prepared for 2011, 2012 and 2013. Ankara report showed that participating in conference increase ability to communicate insights to society. Survey for 2014 will be issued January 2015, report due June 2015.</b>	<i>This outcome is not under direct control of Globelics. It can be stimulated by giving more emphasis at conferences and in the Academy to research communication and policy relevant discussions.</i>
<b>Specific Objective # 2: Thematic report: Synthetize and communicate policy relevant research results within a specific sub-theme from the Annual Conference with an aim to prepare the ground for innovation and development policies that are more research based.</b>					
2.1 The diffusion of the thematic report to selected policy makers and donor organisations.	Thematic reports have been disseminated and discussed with policy makers and donor organisations.	The rate of diffusion to policy makers and donor organisations.	Download statistics specified for policy makers who have been given access to the relevant web-address.	<b>Thematic report 2011/12 and 2013/14 have been published and distributed. Publication of Thematic report 2014/15 is planned in the first half year of 2015. 2011/12: 514 downloads and 585 hardcopies, 2013/14: 721 downloads, 114 hardcopies. Distribution list available.</b>	<i>The ultimate outcome will of course depend upon the revealed interest among users in the policy community.</i>
<b>Specific Objective # 3: Journals and knowledge diffusion: 1. Increased opportunities for Globelics scholars to publish. 2. Enhanced access to journal in less developed countries to make it possible for Scholars and policy makers to make more and better use of scientific information in the field of innovation and development</b>					
3.1 Access to Globelics Journal Special issues	Increased access to publishing by	2 Open access special issues including 12 articles	Own records / bibliometric data	<b>Three contracts signed with journals under the</b>	<i>A. It is assumed that Journal special</i>

(reformulated in May 2014 following agreement with Sida).	Globelics Scholars			<b>previous activity. Negotiation with journals and editors on open access to special issues.</b>	<i>issues will be accepted by journal editors and pass peer-review B. It is assumed that journal publishers will accept open access to specials issues at reasonable price.</i>
3.2 Provide training in how to get research published in journals at the Globelics and Africalics Academies in 2015 and the Globelics Academy 2016. (reformulated in May 2014 following agreement with Sida)	Increased knowledge on how to publish among young Globelics scholars	60 young scholars who have received training in research publishing	Academy reports	<b>Activities re-organised in May 2014 to include training sessions on how to publish internationally in connection with academies. More time and knowledge about the outcome of reorganised activities required.</b>	<i>It is assumed that publishing researchers and editors will be interested in teaching at the Academies.</i>
<b>Specific Objective # 4: African Globelics Academy: Increase the success rate of Ph.D.-Students in Africa in the field of innovation and development to create An academic community in Africa working in the field of innovation and development that is well interconnected with global network as well as situated in a local context.</b>					
4.1 A minimum of 40 young African scholars have participated in the African Globelics Academy.	An increased success rate for Ph.D.-programs in Africa in the field of innovation and development studies.  A broader base for the recruitment of highly qualified personnel for industry, government and academia.	Number of participants. Impact upon progress for students.  Number of participants that have been recruited to positions in industry, government and academia.	Data on participation and participant evaluation of the Academy activities.  Young scholars taking part in the African Academy will be invited to join a tracer study following their career after the Academy event.	<b>51 students (38 male and 13 female) have participated in two academies organised in Nairobi 2012 and in Algeria in 2013</b>  <b>No data yet available on requirement after PhD.</b>	<i>The outcome will depend upon the quality of the host institutions of the Academy participants.  The outcome will depend upon the willingness of employers to hire employees with a doctor grade.</i>
<b>Specific Objective # 5: African Globelics conference: Widen the participation in research on innovation and development in Africa to make Innovation and development studies more aware of the specificities of African challenges.</b>					
5.1 Planning, implementation and evaluation of the conference by African partners.	Innovation theory, methods and practice that take into account the African context (e.g. the importance of the informal sector, material based economic development, indigenous knowledge from the perspective of inclusive development)	Satisfaction rate among participants regarding the content and organisation of the conference.	Analysis of conference program and participant lists combined with on line survey with all participants. Share of total number of proposed papers that were rejected.	<b>The 12<sup>th</sup> Globelics conference was successfully held in Addis Ababa, October 2014. On site survey showed a high satisfaction rate among participants especially with respect to the scientific quality of the conference. A report on the conference will be ready in 2015.</b>	<i>In the selection of the site for the conference the aim will be to locate it in a low income country in Africa. But the organisational capacity of local partners it will also be taken into account.</i>
5.2 Report about Thematic profile of the conference		Number of papers on issues of special relevance for Africa		<b>Report on the thematic profile</b>	

with focus upon themes of specific importance for innovation and development in Africa.				will be ready 2015.	
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Types of outputs	Anticipated outcome	Criteria	Data source	Status	Assumptions /Comments
<b>AfricaLics</b>					
<b>Specific Objective 1: To stimulate the formation of a sustainable academic community in Africa working in the field of innovation and development that is well interconnected with global network as well as well situated in the African context.</b>					
1.1a Call for participation in the academy	To achieve a minimum number of qualified applicants to be able to select 20-25 participants per academy (tot. 100)	Number of applicants divided between new and returning and by country.	Report from the academy	27 students (18 male and 9 female) accepted for academy in March 2015.	<i>Adequate student numbers to conduct an Academy every year</i>
1.1b Course participation certificates	To provide 20 participants with a document to show they have completed the course	Number of participants who successfully completes the course	Report from the academy	Will be issued after the academy.	<i>Academy functions effectively – no logistics issues</i>
1.2a Invitation to relevant supervisors to an information exchange training seminar for supervisors	The supervisors attend the seminar.	Proportion of supervisors invited who attend	Records	Initial meeting held. Follow up meeting to take place in March 2015 in Mombasa. Handbook/manual under preparation.	<i>Sufficient PhD supervisors in the region interested and willing to attend.</i>
1.2b Certificates for participation in Information Exchange and Training seminar for PhD supervisors	The supervisors use the knowledge from the training seminar in their supervision	The extent of use (i.e. survey “how have you used it?”)	Supervisors	Certificates to be handed out at/after conference.	<i>Supervisors find information – handbook – useful. Supervisors reply to requests for feedback on use</i>
1.3 Course templates	An increase in the number of courses in innovation studies in African Universities taught by people related to Africalics network	The number of new courses. The number of people giving courses	Members of ASB	One module online, Masters and PhD programmes to be online by end 2015. Information on up-take to follow.	<i>Universities have the ability and willingness to introduce new modules and programmes through their institutional curriculum review boards</i>
1.4a Proposal for a sandwich program	The proposal of a sandwich program is accepted	Yes/No	Records	Sandwich programme pilot is available at <a href="http://www.ike.aau.dk">www.ike.aau.dk</a>	<i>Universities willing to participate</i>
1.4b Call for applicants to the sandwich program	Sufficient number of applicants	Number of applicants	Records	Call posted on web-pages. A total of 19 applications were received, 6 students (2 female and 4 male) were selected (three from Ethiopia, one from Ghana, one from Kenya and one from Nigeria).	<i>Quality applications received</i>
1.4c Funding /enrolment agreements/ for the selected people	Significant progress in PhD studies	The detail of progress of those who are in the program	Supervisors / progress reports	On-going	<i>Students remain motivated Home supervisors remain committed and understand</i>

					<i>value of program</i>
1.5a Curriculum description for MIKE-D	The specialisation program is implemented and advertised.	Curriculum developed Yes/No	Records	Curriculum has been developed. Marketing for up-take in 2015 is currently being intensified (videos under production). Discussions in progress with Nordic universities (Lund, Tampere, TIK/Oslo) regarding Nordic Master in Innovation and Development.	
1.5b Student enrolment registrations	Program receives sufficient number of applications and starts with the first batch of students in September 2014.	Number of enrolments of students	Records	Late announcement led to few applications and no students were accepted for enrolment in 2014. Problem addressed.	
<b>Specific Objective 2: To stimulate an increase in quality research within specific relevant areas for Africa and increased use of it by scholars, business communities and policy makers.</b>					
2.1a Mapping report – public version	The mapping report is consulted	Number of downloads.	Google analytics	Published on AfricaLics webpage.	<i>Data collected is useful to others</i>
2.1b Baseline data– internal version	The baseline data is used in this project	Yes/No	Records	On-going	<i>Data collected is relevant to the project</i>
2.2a Conference program and report for 2013	Programme is designed so that it enables formation of research teams which address themes that are important for innovation and development in Africa	Number of team groups formed	Record of applications and follow up reporting	Completed. Report published. Six research groups given funding. Other research groups set up to apply for grants.	<i>Participants willing to engage and work together during and after the event</i>
2.2b Conference program and report for 2015	Scholars who have done research will come to the conference in 2015 and present their research on the themes agreed to in 2013	Number of scholars who come to the conference and present their research contributions specified according to research themes	Conference report	Preparations for the 2015 AfricaLics conference are on-going. Conference will take place in Rwanda in November 2015.	<i>Research teams have progress to report Conference logistics all in place and meeting takes place as planned</i>
2.3a Proposal to the board about research themes	AfricaLics Scientific Board agrees on the area of research	Yes/No	Records	Suggestion prepared and approved by the ASB/completed	
2.3b Applications for books projects or proposal development projects	Funding of relevant thematic projects	The number of fundable applications for research projects (both applied and successful). Dispersal of funds	Record of applications and follow up reporting	49 applications received and six funding decisions made/completed.	<i>Sufficient project proposals of a standard to qualify for funding</i>
2.3c. Project workshop reports – per target group and on specific themes	Research groups involve users	The number of thematic workshop and the number of attending users	Workshop reports	On-going	<i>Research groups can access users and report results</i>
2.3d Research project	Published papers/books or	Number of publications/applications	Record of applications and	On-going (progress reports from	<i>Project teams continue to work</i>

publications	full scale applications submitted by research teams	as result of establishment of the teams	follow up reporting	individual projects indicate that some projects have already submitted applications for funding from other sources. Details to follow in annual report for 2014 (due for submission to Sida in April 2015)	<i>together beyond developing funding proposals</i>
<b>Specific Objective 3: To increase the size and effectiveness of the network of researchers</b>					
3.1 Website for AfricaLics up an running by 2014	Use of the website	Website exists. Yes/No Number of download, average time per each visit	Google analytics	On-going	<i>Website becomes popular information sharing domain within community</i>
3.2a ACTS hires expert on Innovation and Development	ACTS is able to provide advice and guidance to network members	Expert hired. Yes/No Number of activities for which guidance is given	Records	Expert was hired in August 2013 on part time basis and has worked full time from 1 <sup>st</sup> January 2014 till now. New local experts are being recruited to complement capacities.	<i>Expert provides support needed including capacity building within ACTS</i>
3.2b Links between ACTS and researchers at universities and other research organisations in Africa	ACTS is able to function as key node in AfricaLics	Number of relationship between ACTS and network members	Records	On-going. Links have been established mainly to institutions in East Africa; efforts to broaden the scope ongoing (e.g. through PhD sandwich programme and other activities)	<i>ACTS remains a research active and well-regarded regional think-tank</i>
3.3 Establishing a networking tool which allows members of Africalics and Africalics Scientific Board to communicate	The networking tools are used by Africalics Scientific Board	Networks tool implemented. Yes/No Number of times used	Records Usage statistics	On-going	<i>ASB members are interested in using new tools</i>



## ANNEX 6: BUDGET TABLES

*Globelics and AfricaLics expenditures of 2011-2014 and proposed budgets 2015-2016.*

### GLOBELICS

	2011	2012	2013	2014	2015*	2016*	Total
1. Travel grants	456 697 kr	717 546 kr	612 934 kr	775 000 kr	900 000 kr	700 000 kr	4 162 177 kr
2. Thematic Reports		256 494 kr	258 754 kr	391 246 kr	300 000 kr	400 000 kr	1 606 494 kr
3. Journals and knowledge diffusion		72 048 kr	104 586 kr	200 000 kr	300 000 kr	200 000 kr	876 634 kr
4. Globelics Academy		57 639 kr	519 942 kr	201 990 kr			779 571 kr
5. Annual Conference				1 137 066 kr	800 000 kr		1 937 066 kr
Secretariat and administrative costs	369 020 kr	732 748 kr	953 395 kr	797 026 kr	750 000 kr	800 000 kr	4 402 189 kr
Annual audit		11 290 kr	29 579 kr	70 000 kr	100 000 kr	50 000 kr	260 869 kr
External evaluation				600 000 kr			600 000 kr
Additional funding (400,000 SEK)				400 000 kr			400 000 kr
Overheads (10%)					197 500 kr	215 000 kr	412 500 kr
<b>Sub total</b>	<b>825 717 kr</b>	<b>1 847 765 kr</b>	<b>2 479 190 kr</b>	<b>4 572 328 kr</b>	<b>3 347 500 kr</b>	<b>2 365 000 kr</b>	<b>15 437 500 kr</b>

### AFRICALICS

	2011	2012	2013	2014	2015*	2016*	Total
1. Research Training			263 738 kr	1 636 262 kr	2 010 000 kr	1 010 000 kr	4 920 000 kr
2. Projects research			812 758 kr	1 099 742 kr	2 094 773 kr	390 000 kr	4 397 273 kr
3. Network formation			297 802 kr	602 198 kr	580 000 kr	300 000 kr	1 780 000 kr
Administration, Management and Contracting			167 260 kr	672 740 kr	550 000 kr	1 015 000 kr	2 405 000 kr
Audit (Africa)				50 000 kr	100 000 kr	50 000 kr	200 000 kr
Overhead (10%)			154 156 kr	406 094 kr	533 477 kr	276 500 kr	1 370 227 kr
<b>Sub total</b>			<b>1 695 714 kr</b>	<b>4 467 036 kr</b>	<b>5 868 250 kr</b>	<b>3 041 500 kr</b>	<b>15 072 500 kr</b>

<b>GRAND TOTAL</b>	<b>825 717 kr</b>	<b>1 847 765 kr</b>	<b>4 174 904 kr</b>	<b>9 039 364 kr</b>	<b>9 215 750 kr</b>	<b>5 406 500 kr</b>	<b>30 510 000 kr</b>
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