



**Evaluation of the SPIDER program “ICT Project Collaboration
with Swedish Partner Universities 2007-2009”**

**A review made by Ulf Bråsjö
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Executive summary

The objective of this evaluation is to review the results and effects of the projects of the program “ICT Collaboration Projects with Swedish Partner Universities 2004-2009” (with focus on 2007 – 2009), supported and coordinated by SPIDER, the Swedish Program for ICT in Developing Regions, supporting developing countries to harness the benefits of information and communication technologies (ICT).

The evaluation has used a combination of desk research, stakeholder interviews, e-mail questions and follow-up calls to partner country and university representatives, concluded by a participatory workshop. Evaluation criteria have been Effectiveness, Impact, Relevance, Sustainability and Efficiency, but since most of the projects are not completely finished also Output and Outcome have been examined in the seven projects selected.

Projects

As a first general and important observation it should be stressed that the supported projects have a high relevance, addressing well recognized and wide-spread problems in the partner countries. Output and outcome indicate that the projects are on track achieving impact. Focus has been put on governing structures and mechanisms in order to achieve sustainable result. However, a few of the projects have had issues to keep local commitment or transferring the results to a long-term owner. Relations have been built within the Swedish and international researcher community.

Recommendations for a continuation

In the light of the promising results achieved so far by the University Collaboration projects, the overall recommendation is to continue securing additional funding to continue the program. On the other hand, if additional funding fails, it would be better to terminate/finish the program in its current form, but rather incorporate suitable research efforts in the projects initiated from the partner countries.

Project and program recommendations

- Ensure that the projects are demand-driven, which means real needs and commitment exist in the partner country
- Make sure that every project have a clearly identified counterpart taking local ownership. (Continue the use of LFA)
- Also make sure that every project have a tentative implementation plan at the start and that a sustainability plan exists
- Continue the work focusing on the prioritized areas Governance, Health and Entrepreneurship with eLearning as a cross-cutting activity
- Continue to support a combination of basic and applied research
- Intensify collaboration with international organizations such as IICD and IDRC
- The value of the SPIDER network is significant, but could grow even more if further cooperation and knowledge sharing would be achieved
- Involve Swedish private and public actors incl NGOs to strengthen the network, gaining broader competence, resources and funding

- Encourage and finance Swedish and foreign master students to work in implementation projects, providing more cost-effective, flexible and “down-to-earth” resources
- Continue and improve the coordination and information exchange with Sida and UFORSK, especially as long as Sida is lacking an own function to support the “mainstreaming” of ICT in their projects
- Finally, in order to best contribute to developing results using ICT in the partner countries it is strongly recommended that **SPIDER focuses on its role of network linking universities, civil society and private organizations** in order to ”broker” ideas, partners, projects, methods and solutions both internationally and nationally.

Table of content

Executive summary	2
Table of content	4
Introduction/Background	5
Background to program and evaluation	5
Purpose of the evaluation	5
Evaluation criteria	6
Methodology	7
Changing conditions during the program period	9
Findings/Conclusions of the evaluation	10
Results and effects of the projects of the program	10
Administration and management of the program	12
Alignment to the former Sida/SAREC-support to researchers within ICT4D	13
Recommendations	14
Continuation of the program	14
Project and program recommendations to better support SPIDER overall objectives and better utilize existing budget allocations	15
Acknowledgements	18
Appendix 1: Stakeholder interviews	19
Appendix 2: Project interviews	20
Appendix 3: Participatory workshop	21

Introduction/Background

Background to program and evaluation

SPIDER, the Swedish Program for ICT in Developing Regions, started in 2004 to support developing countries harnessing the benefits of information and communication technologies (ICT). The University Collaboration Program (full name: ICT Project Collaboration with Swedish Partner Universities) started as i) incentives for the Swedish partner universities to get involved in the Network, ii) to raise the awareness and build knowledge of ICT4D among Swedish researchers and iii) to bring ICT4D into the Swedish research arena. SPIDER has also been very active in other programs, e.g. the partner country initiated projects, master education, a Ph.D. network etc. Olle Edqvist made an evaluation of the University Collaboration Program early 2007 and in April 2010 SPIDER commissioned this review.

Purpose of the evaluation

According to the Terms of Reference the evaluation should cover:

- A review of the results and effects of the projects of the program “ICT Collaboration Projects with Swedish Partner Universities 2004-2009” (with focus on 2007 – 2009, see below as agreed with the secretariat)
- A review of the administration and management of the program
- A review on the alignment to the former Sida/SAREC-support to researchers within ICT for development
- Recommendations for a continuation based on the assessments of the effectiveness of the program, and
- Suggestions on how the program can better support SPIDER overall objectives and better utilize existing budget allocations

It should be noted that both in Olle Edqvists and this evaluation most of the projects were not completely finalized. Nevertheless SPIDER wanted a judgement of the results as a basis for the continuation of the program. This evaluation focuses on the period 2007 – 2009, as agreed with the secretariat.

Evaluation criteria

The program has been evaluated based on the following criteria (prescribed in the Terms of Reference, here with definitions from Sida Evaluation Manual, Looking Back, Moving Forward, 2004):

Effectiveness, the extent to which a development intervention has achieved its objectives, taking their relative importance into account.

Impact, the totality of the effects of a development intervention, positive and negative, intended and unintended.

Relevance, the extent to which a development intervention conforms to the needs and priorities of target groups and the policies of recipient countries and donors.

Sustainability, the continuation or longevity of benefits from a development intervention after the cessation of development assistance.

Efficiency, the extent to which the costs of a development intervention can be justified by its results, taking alternatives into account.

Of these criteria especially Impact and Sustainability are hard to evaluate until after considerable time has elapsed. The evaluator has for that reason used Output (product and services from the interventions) and Outcome (the likely or achieved short- or medium-term effects) as indicators for Impact. Even if it is early, absence of Impact or Sustainability may be observed in this evaluation.

Methodology

The methodology chosen in this evaluation needs to balance the partner country view (ultimate beneficiaries) with the view of involved Swedish university project members and the view of the developing agency (funder).

The University Collaboration Program has had a rather small budget of approximately 6.8 MSEK, supporting eight (8) projects during the period 2007-2010. Also the evaluation had to be low-budget and it was agreed with the SPIDER secretariat to use a methodology combining desk research, face-to-face interviews, e-mail questions, follow-up telephone discussions and a final participatory workshop, in line with Sida's advice on evaluations described in "Looking Back, Moving Forward".

It should be noted that the evaluation focuses primarily on the program as such, not the individual projects. When projects are mentioned in this report the purpose is to give the reader a better understanding of the program, its challenges and opportunities, not to comment on individual projects.

The evaluation has been carried out in the following phases:

Desk research (Preparatory phase): study of relevant and accessible documentation in regards to the organization and program such as SPIDER Strategy and corresponding Action plans, current Sida application, Kerry McNamara's and Olle Edqvist's Evaluations, web-information etc. As a preparation before the project partner interviews, all relevant project documentation (applications, progress reports, final reports, conversation etc) was studied.

Evaluation phase/Data collection phase:

Stakeholder interviews were held with representatives from the SPIDER Board, affiliated international representatives, the project assessment board as well as representatives from Sida including UFORSK (former SAREC). The purpose was to understand the organizational context of the evaluated program as well as to receive the respondents' views on the program and its results. The questions and the respondents are listed in Appendix 1.

E-mail questions were sent to both the Swedish university and the partner country representatives for each chosen project. This methodology was chosen in order to balance the views of both the partner country and the Swedish university. Both representatives were approached with an introductory letter, subsequently receiving the set of e-mail questions listed in Appendix 2.

Follow-up telephone calls were made or face-to-face meetings undertaken to discuss the e-mail answers and any missing information.

Analysis phase:

A participatory workshop was held where the evaluator met a selection of stakeholders and university representatives (listed in Appendix 3) during a half day session, presenting observations and conclusions as a base for an open discussion. This evaluation report reflects many of the opinions expressed during the workshop, nevertheless it is necessary to stress that

the evaluator is solely responsible for the final conclusions.

Projects selected:

It was agreed with the secretariat to choose seven projects (as two projects were run by institutions that were already covered through another project) from the period 2007 - 2009. Three of the projects were continuations of earlier projects. Note that the project run by Björn Pehrson is not part of the call for applications during 2007-2009, thus not part of the eight current projects (2007-2010). The following table list the projects and the interactions with them during the evaluation:

Institution	Project title	Respondents
Lund University	Putting Knowledge to Better Use – Industry responsiveness to gender differences in ICT demand in Vietnam	Bo Göransson (E,T), LU Tran Ngoc Ca (E,T) National Center for Science and Technology Policy
Uppsala University	Expand INFORM in Africa	Martha Garrett (E,F), UU Anders Wändahl (F), KI
Örebro University	Agricultural market information for farmers	Åke Grönlund (E,T), ÖU Yousuf Islam (E,T), BRAC University, Bangladesh
Royal Institute of Technology/ Lund University/Karlstad University	Towards Sustainable Broadband Communication Markets in Rural Areas	Björn Pehrson, KTH Amos Nungu (E,F)
Royal Institute of Technology	Mobile ATMs for Developing Countries	Sead Muftic (E) Kasun deZoysa (E,T) University of Colombo, School of Computing
Blekinge Institute of Technology	Women's Digital Baskets in Rwanda	Pirjo Elovaara (E,T) Eugène Ndagijimana (E)
Stockholm University/ Royal Institute of Technology	Language Processing Resources for Under-Resourced Languages - continuation	Lars Asker (E,F), SU Björn Gambäck (F), SICS

E = e-mail answer received, T = telephone interview, F = face-to-face interview

It should be noted that none of these projects were completely finalized during the evaluation period, except the Mobile ATM project which delivered their final report during the period of evaluation.

Changing conditions during the program period

It has constantly been widely and vividly discussed how to best support development countries. All UN nations and many leading international development institutions agreed year 2000 on the eight Millennium Development Goals (MDGs) – which range from halving extreme poverty to halting the spread of HIV/AIDS and providing universal primary education, all by the target date of 2015 – to form a blueprint for joint action. Also the Swedish government launched a Policy for Global Development 2003, which means increased emphasis on:

- Developing results (alleviating poverty) rather than pure research and public campaigns
- International development cooperation complementing the developing countries' own efforts to achieve development (in line with the Paris-agenda)
- Cooperation and support through public organizations nationally, regionally and locally, through NGOs, trade unions and private enterprises

The Swedish support for ICT4D has also gradually changed from mainly implementing infrastructure, e.g. Internet access to partner country universities, to much more diverse projects supporting different sectors in society with knowledge, methods, software solutions and sometimes also infrastructure. The current evaluation has taken these changing conditions into consideration and the conclusions should hence reflect this.

Findings/Conclusions of the evaluation

Results and effects of the projects of the program

As a first general and important observation it should be stressed that the supported projects have a high **relevance**, addressing well recognized and wide-spread problems in the partner countries. E.g. lack of secure money transfer and limited access to banks for a rural population and guest workers are addressed in the Mobile ATM project. The aim of the AMIS project is to mitigate the power of intermediaries in regards to rural farmers in Bangladesh, assisting the farmers to receive more fair prices for their crops. The digital divide not only exists between North and South, but also between sexes. E.g. the Vietnamese project analyses the industry responsiveness to gender differences in ICT demand and will suggest areas where women will benefit from ICT. Women in Rwanda have got access to modern tools documenting and promoting their basket production.

At this early stage it is impossible to judge the projects' **impact**, but e.g. the INFORM project demonstrates an impressive **output** (a large number of tailored workshops disseminating knowledge and experiences on how and where to find useful and free medical online information, source books also made available on www.inform-network.org) and **outcome** (awareness among medical staff from a large number of countries all over the world according to INFORM's visitor map).

ICT is promoted as a tool for better living conditions and improving public and private work. E.g. the benchmarking project in Tanzania analyses success factors for affordable broadband services in rural areas. In the studied project a governing structure is in place for the operation and maintenance of the network and experiences have been synthesized into a model to assess if preconditions are met to successfully launch new broadband projects, everything in order to achieve **sustainability**.

Commitment through local partners needs to exist from the very beginning in order to ensure sustainable results from the projects. E.g. the mobile ATM project has developed an interesting solution for safe mobile money transactions in developing countries. They have approached e.g. Grameen and Southamerican telecom operators, but without finding any permanent partner having a genuine interest in wide-spread deployment. OpenSource-distribution is now considered as an alternative, but this will rely on viral marketing rather than a partner having a vested interest in spreading the solution.

Also, the INFORM project seeking to saturate the need for online medical information had to change local ownership during the course of the projects and is still waiting to find the right partner to ensure roll-out and long-term ownership.

The fundamental idea behind the University Collaboration Program is to support ideas from Swedish researchers. This of course increases the risk that the results are not well received, addresses the wrong problem, or suggests unsuitable solutions from the partner country viewpoint. In order to minimize these risks, the researcher and SPIDER need to find a trustworthy local partner before the project is launched (see more under Recommendations).

Relations have been built within the Swedish and international researcher community. E.g. language research has been supported in Ethiopia on how to represent the widely used language Amharic in the digital world. Many other languages face similar problems and experiences have been shared in research papers and conferences in Africa connecting researchers. The University Collaboration Program has involved (on part time) students from partner countries, participating in the Ph.D. network and earning their exams in Sweden, and also to some extent Swedish master students working in the partner countries. This has created professional relations and a valuable international network. However, with limited funding such projects risk to tie up scarce funds and may potentially cause "brain-drain" if the talents choose to stay in Sweden. In many of the projects there should exist possibilities to use "cheaper" resources, e.g. Master students, and offer MFS-like grants. That would give more flexibility and with more and shorter efforts more "mouth-to-mouth" experience sharing should take place!

The set-up of the University Collaboration Program, coupled with limited financial resources, prevent projects to pay salaries to local personnel, except for field workers. This means that the much needed local partner, and especially their leading person (being the counterpart to the Swedish university representative) must be financed from other sources. As one of the Swedish respondents phrased it: "This could be construed as a form of 'research colonialism' and not sound like the equal-basis ideal that SPIDER adheres to."

Finally it could be concluded, by comparing the evaluated projects' output with their very modest input ("low-budget" projects) that they demonstrate a high degree of **efficiency** in their execution. Also assessing their goals attainment (through examination of the outcomes achieved so far) leads to the conclusion that the ICT Collaboration Program provides a high level of **effectiveness**.

Administration and management of the program

The volume and scope of SPIDER's work has increased during a number of years. Initially "seed funding" was used to encourage Network members to initiate projects. Open calls were announced 2005 and 2006. A thematic call on "ICT, gender and development" was issued in 2008. The University Collaboration Program has had a quite modest budget, so with a quite open policy (with the exception of the gender-call) it is an obvious risk that SPIDER's limited resources are spread too thin. When the budget now is reduced due to Sida's constrained financial situation, another approach will be necessary. Consequently a necessary focusing has recently started on eHealth, eGov and entrepreneurship with eLearning as a cross-cutting subject.

The main characteristics for the University Collaboration Program has been that the initiatives have originated from the Swedish university Network. Partners have been sought for and have agreed to contribute, but the fact remains that the first initiative has been from Sweden. This is in contrast to SPIDER's main/core program, where projects are initiated from the partner countries, and also the new requirement for needs-driven projects expressed by the government and Sida. The immediate need for alleviating poverty in partner countries may seem to conflict with the academies view on research, but in the long run interests should align, since any positive development will need access to knowledge based on relevant research.

SPIDER's current financial dependency on Sida is obvious, but there is also a risk that SPIDER acts and behaves as a "mini-Sida" being more of a donor organization than an independent network linking competence between partner countries, the Swedish Network and donors.

However, SPIDER's staff are witnesses to be very responsive and flexible assisting and monitoring the projects. They have not just taken the passive role waiting for applications and reports, but have also been involved and visited the projects during their development/implementation, offering advice and contacts when needed.

SPIDER has established itself as a well-known and competent organization. Several network conferences have been organized to encourage networking between the universities, e.g. the recent eHealth conference. However the network still appears to consist of individuals rather than universities so continued focus is needed on networking activities.

Finally it could be noted that none of the evaluated projects involve any Swedish private or public actor. This has however not been a requirement, but has more and more become Sida's desired way of collaboration in order to achieve knowledge transfer (in both directions). It should have been considered by SPIDER and the applicants, at least in the projects started during recent years.

Alignment to the former Sida/SAREC-support to researchers within ICT for development

When SPIDER was formed in 2004, Sida had through SAREC (later integrated into Sida) supported especially ICT infrastructure, mainly Internet and e-mail projects for universities within partner countries. Similar projects still exist within Sida's research support program (UFORSK), and are in a few cases handled by SPIDER staff. Sida supported the idea of creating SPIDER, since that made it easier to handle the interface towards the growing number of universities in Sweden.

The creation of SPIDER has certainly led to a bigger focus around ICT4D, especially in the academia, but may on the other hand somewhat lessened Sida's interest for and focus on ICT. As ICT is gradually being "main-streamed" within Sida (seen as a vehicle within interventions, rather than a goal in itself) it will still be necessary to continue coordination between UFORSK and SPIDER. The interfaces today between the organizations are quite weak, but are needed as long as Sida and SPIDER are working with ICT components in projects in the same countries.

Regarding the areas supported by the two organizations it could be noted that Sida (UFORSK) still supports big infrastructure projects, even since the technology has become drastically easier to plan, implement and operate. SPIDER's areas of interest lie much more on the end-user perspective, benefits, functionality and software development, which is better aligned with the trends in the whole ICT development arena.

Recommendations

Continuation of the program

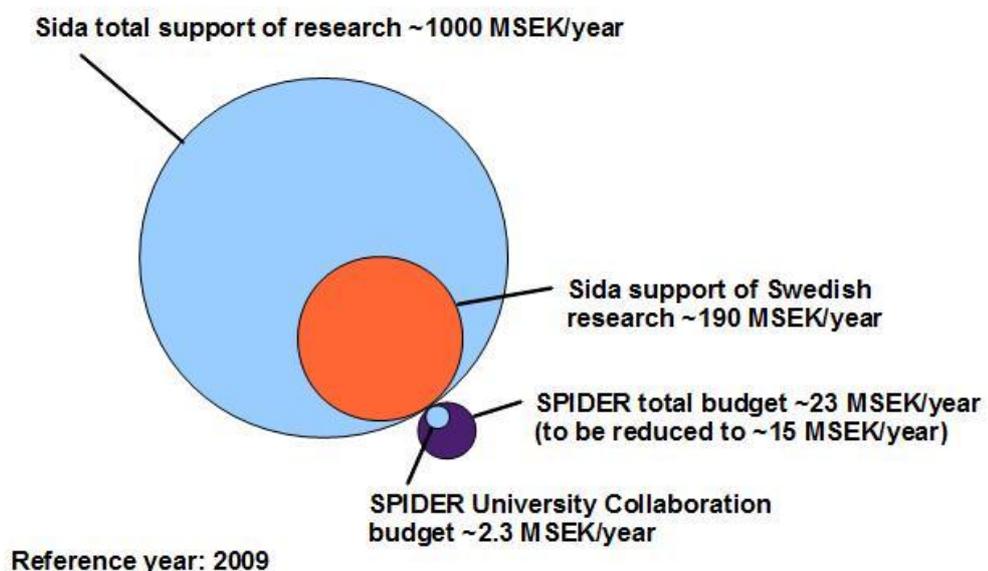
In its current role SPIDER faces a changing situation as compared to the initial phase:

- Focus will increasingly be on development cooperation and support in collaboration with other organizations
- Developing tangible results (with the ultimate aim of alleviating poverty) will be even higher prioritized
- Funding has been reduced

In this financially crucial situation there are a few strategic options for SPIDER:

- Align scope of the projects to available resources
- Work differently to keep activity level, but change roles (e.g. going from own funding of projects to becoming a pure project organizer), intervention methods, ways of interaction, use of people etc
- Secure funding from new sources

The following chart puts the current budget in perspective. The University Collaboration Program is a small “player” as compared to other SPIDER programs and especially when comparing with Sida's resources through UFORSK.



In the light of the promising results achieved so far by the University Collaboration projects, **the overall recommendation is to continue securing additional funding to ensure the continuation of the program.** Examples of possible sources are EU (through the Seventh Framework Programme, CORDIS), UD, FORMAS, Vinnova, private companies, NGOs etc. This important work has already started, but has so far not given any tangible result.

Increased funding would secure the continuation of the University Collaboration Program and form a solid base for the implementation of the recommendations for improvement of the program that are described in the next section.

On the other hand, **if additional funding fails, it would be better to terminate/finish the program in its current form, but rather incorporate suitable research efforts in the projects initiated from the partner countries.** That would probably reduce the Swedish partner universities' possibilities to influence the project selection, but on the other hand give long-term benefits of working closer with and in pure demand-driven projects.

Project and program recommendations to better support SPIDER overall objectives and better utilize existing budget allocations

The following are recommendations based on the previous observations which should guide the "ICT Project Collaboration with Swedish Partner Universities" program towards a higher level of goal fulfilment:

Ensure that the projects are demand-driven, which means **real needs and commitment exist in the partner country.** Swedish researchers wanting to start a project needs to be very sensitive understanding local needs, identifying stakeholders, choosing project participants and understanding the full context the project will work within.

Later years research and experiences among developing agencies indicate that in order to create sustainable results, i.e. results that remain and survives local changes in e.g. environment and organization, **every project must have a clearly identified counterpart taking local ownership.** This means both an organization with sufficient impact, knowledge, personal and financial resources, but also a pin-pointed individual with the right leadership skills to fight for and guide the project locally.

SPIDER has been using the Logical Framework Analysis (LFA) model for the planning and development of partner country driven projects. The model guides the project to define the activities, outputs, purpose and goal. The method acts in a way as a check-list; while doing the analysis the participants are guided to raise the relevant questions. A project without a well-defined need and without local commitment and ownership will have difficulties to survive the analysis. It is suggested that the **LFA work continues**, but also that SPIDER utilizes the network (and the board members) in order to facilitate the

creation of synergies with new local partners in partner countries.

In line with this structured approach every project should at the start have an at least **tentative implementation plan** (if the projects are of a ‘pilot’ character) outlining how the suggested solution will be implemented, put in operation and scaled up, e.g. through building a start-up team, training of users, acquisition of devices/equipment (if needed), operating procedures etc.

In order to create sustainable results it is imperative that a **sustainability plan** exists. Many promising projects have failed when necessary management/administration/leadership capacity does not exist, when resources to continuously train new users, to operate and if necessary replace equipment does not exist. All this require that stakeholder interests align and together ensures sufficient personal and financial resources to continue use, continuously develop and benefit from the solution. Stakeholder involvement is also beneficial ensuring that proposed solutions adhere to local/national policies in the relevant thematic area. The sustainability plan needs to be discussed and drafted in the project planning/development phase.

Even if additional funding is retrieved it is recommended that the University Collaboration Program is **focused on the three areas Governance, Health and Entrepreneurship with eLearning as a cross-cutting activity**. Open calls should be avoided. In order to ensure ”needs driven” projects it is suggested that the model where the partner country and SPIDER (secretariat or designated persons) together develop the project plan/application, including a LFA, a call for research resources is subsequently made to all partner universities in the Network. Planning grants (similar to Vinnova FP7 grants) could perhaps be offered to support the projects planning/development phase. This model would strengthen the focusing efforts, while still giving same opportunities to all participating universities. In any case the call process should be transparent to everybody in the network.

It is also suggested that the program continues to **support a combination of basic and applied research**. Innovative utilization and adaptation to local context of research results are important, and even more important in a developing context, as hurdles (e.g. usability issues, inappropriate choice of technical solutions etc) in the implementation and operation phases quite often have hampered sustainable results.

The Paris agenda **encourages cooperation and coordination between developing/donor organizations**. Within SPIDER's area especially IICD (The International Institute for Communication and Development) based in the Netherlands and IDRC (International Development Research centre) in Canada have achieved interesting results and it is suggested that SPIDER intensifies its collaboration with these organizations. This includes both the investigation of areas where partnering would be favourable (e.g. to reach new funders), but also agreeing on which areas SPIDER should not address in order to avoid duplicate efforts.

The value of the SPIDER network is significant, but **the value could grow even more if further cooperation and knowledge sharing would be achieved** to avoid isolation between partner universities. Examples (some of them already tried) are shared projects, conferences, electronic meetings/media. It is not only the responsibility of the secretariat to contribute, the network consists of its members and all good forces need to unite sharing knowledge, ideas and experiences. Project results should always be published online to improve transparency and to engage qualitative involvement.

Following the government's PGD (Policy for Global Development) **involving Swedish private and public actors incl NGOs in the projects** will also strengthen the network, opening up new opportunities of gaining broader competence, resources and funding.

Several Ph.D. students are involved in the program, but it is also recommended to open up a "new channel" by **encouraging and financing Swedish and foreign master students to work in implementation projects**, providing more cost-effective, flexible and "down-to-earth" resources. MFS (Minor Field Studies) are grants today offered by Sida through the International Programme Office to students for shorter projects in the partner countries. Despite that ~700 grants are given per year, only a small fraction goes to ICT projects (~15 projects found in the database). Also the Linnaeus-Palme exchange programme for teachers and students at undergraduate and master's level should be possible to use. This is probably a matter of marketing, promoting and "networking" these opportunities to the students, since the possibilities already exist.

Coordination and information exchange with Sida and UFORSK need to continue and improve, especially as long as Sida is lacking an own function to support the "mainstreaming" of ICT in their projects.

Finally, in order to best contribute to developing results using ICT in the partner countries **it is strongly recommended that SPIDER focuses on its role of network linking universities, civil society and private organizations in order to "broker" ideas, partners, projects, methods and solutions both internationally and nationally.**

Acknowledgements

All respondents approached in the evaluation have been very willing to contribute, sharing their information, experiences and opinions about the projects and the program as such. Also the SPIDER secretariat and my main contact Lotta Rydström have been very helpful giving access to information and helping me getting in contact with the right persons. However, as evaluator I take full responsibility of the conclusions presented in this report.

Appendix 1: Stakeholder interviews

Interview questions

- Have the application, appraisal and decision processes been, in your opinion, adequate to find and prioritize projects that support SPIDER's strategy?
- Have the projects, in your opinion, had sufficient commitment in the partner countries (authority, resources, competence etc) and have they addressed genuine needs?
- Has SPIDER adequately, in your opinion, monitored, guided and supported the funded projects during the project cycle?
- To what extent have the supported projects, so far (most of them are not finalized), delivered added-value to i) partner universities ii) local partners iii) SPIDER iv) others?
- Have the projects results been disseminated in an adequate way in developing countries (mainly by local partners) and in Sweden and internationally by partner universities and/or SPIDER?
- Is the existing cooperation model (using Swedish partner universities as a channel) in your opinion a suitable and cost-efficient way to support SPIDER's overall objectives? If not, how could it be altered?
- What lessons have we learned so far from the partner university collaboration projects? Any best practices? Things to avoid?
- What are your recommendations about a possible continuation of the collaboration program? Would you propose i) to continue with open call for proposals, ii) to focus around thematic calls, or to support iii) research grants or iv) other means of collaboration?

Respondents

- Astrid Dufborg, SPIDER
- Ulf Pehrsson, Ericsson
- Bert Geers, T. U. Delft
- Tim Unwin, University of London
- Per-Einar Tröften, Sida
- Malin Åkerblom, UU
- Olle Edqvist
- Love Ekenberg, DSV
- Hannah Akuffo, Sida UFORSK

Appendix 2: Project interviews

Interview questions

1. How did the project objective/rationale/raison d'être originate? (How did the idea of the project come up? Who took the first initiatives? Who saw the needs and defined the suggested overall solution?)
2. How well were the objectives determined? (Did the application process guide you? How was the scope defined? Did the budgeting affect the set-up of the project?)
3. How supportive was the application process? (Supporting you or complicating things? Do you feel you were treated in a fair way? Was relevant information requested? Right type of factors/criteria assessed?)
4. How did you experience the collaboration with your counterpart? (Who was the main driver during the project? How did the communication work? Responsiveness?)
5. How do you experience SPIDER's monitoring of the progress? (Has it been done in a relevant and an efficient way?)
6. To what extent do you believe the project has reached its objectives? (In the case the project is finished, otherwise do you believe that the results are on track? If objectives are not reached, what has happened? Would you run the project different if you had a chance?)
7. Is the project scalable and/or replicable? (If this is a pilot, do you see any obstacles running it in full scale? Will it be possible to implement in other regions/countries/markets?)
8. Has the project had secondary effects? (Added-value, perhaps not planned/expected? Other benefits? Negative effects not anticipated? Who has had the most benefit of the project, the Swedish University or the partner organization?)
9. Has the dissemination of project results been adequate? (In the case the project is finished, otherwise has the dissemination been sufficient so far? Have results been spread outside the executing institution/organization? By what means? Have you received any feedback?)

Appendix 3: Participatory workshop

Participants in the workshop September 7, 2010

Malin Åkerblom, UU
Lena Trojer, BTH
Björn Pehrson, DSV
Martha Garrett, UU
Amos Nungu, KTH
Pirjo Elovaara, BTH
Magnus Lundsten, SPIDER
Lotta Rydström, SPIDER
Ulf Bråsjö, Evaluator