INOW ASIA

WP 4, D.4.3

1ˢᵗ External Evaluation Report
(year 1)
Final draft (March 21, 2022)

Document Information

Project Title: Development of innovative multilevel formation programs for the new water leading professionals in South East Asia

Project Acronym: INOWASIA

Project number: 619225-EPP-1-2020-1-ES-EPPKA2-CBHE-JP

Project Duration: January 15, 2021 – February 14, 2024

Document Information

Criteria Details

Document title: 1st External Evaluation Report

Corresponding to: WP 4, Quality Plan, D.1.3 – External Evaluation

Document author: Nina Besirevic, external evaluator

E-mail: nina.n.besirevic@gmail.com

LinkedIn: https://www.linkedin.com/in/nina-besirevic-9689543b/?originalSubdomain=at

Version: 1

Date: 14/03/2021

Document Version Control

Version Date Description

1 13/03/2022 Draft 1 Nina Besirevic

2 21/03/2022 Final Draft Nina Besirevic

List of abbreviations (TBD)

APC	Academic Partner Committee
CTU	Can Tho University
FSUB	Fundació Solidaritat Universitat Barcelona (FSUB)
HEI	Higher Education Institutions
IRD	Institut de Recherche pour le Développement
ITC	Institute of Technology of Cambodia
NUBB	University of Battambang
NUOL	National University of Laos
PBL	Problem-based learning
PCU	Partner Country University
SEA	South East Asia
SU	Souphanouvong University
UdG	Universitat de Girona
UT3	Université Paul Sabatier Toulouse III
VNU	Hanoi University of Science – Vietnam National University
WOLL	Water-oriented living labs
WP	Working Package
WUSMED	World University Service of the Mediterranean

Table of Contents

Introduction: INOWASIA 1st Midterm External Evaluation

The project "Development of innovative multilevel formation programs for the new water leading professionals in South East Asia" (Acronym INOWASIA) is an Erasmus+ project, which is managed by the University of Girona (UdG) as the WP 6 leader and co-managed by the Vietnam National University (VNU) as the WP 6 co-leader. The project started on January 15, 2021, and lasts for three years, until January 14, 2024.

Its wider objective is to contribute to the formation of new professionals in South East Asian (SEA) countries, who can lead the modernisation of water resources management and guarantee their sustainable socio-economic development.

The evaluator would like to thank UdG and the project Consortium for the timely provision of evaluation documentation and their availability for feedback and exchange of information.

The main specific project objectives are:

1. To develop, implement and certify the basic and advanced water knowledge modules in the existing master's degrees and PhD programs in HEIs from Cambodia, Laos and Vietnam, and foster the training of academic teachers in the field of innovative and sustainable water resources management.

2. Promote and implement the use of problem-based learning methodology in postgraduate water courses, including specific formation for academics.

3. To Define Water Oriented Living Labs in each PC HEI, planning the implementation of real-life water demo sites and creating a multi-stakeholder virtual network.

4. To foster entrepreneur and business culture among the students through long stay internships in water companies, administrations and authorities.

5. To create an international multilevel network of students, academics, professionals and stakeholders in the field of water resources to encourage cross-disciplinary collaboration to find new and creative solutions to water challenges.

Partner institutions:

Partner	INSTITUTION	ACRONYM	COUNTRY
P1	Universitat de Girona	UDG	Spain
P2	Fundació Solidaritat Universitat Barcelona	FSUB	Spain
P3	World University Service of the Mediterranean	WUSMED	Spain
P4	Institut de Recherche pour le Développement	IRD	France
P5	Université Paul Sabatier Toulouse III	UT3	France
P6	Hanoi University of Science – Vietnam National University	VNU	Vietnam
P7	Can Tho University	CTU	Vietnam
P8	National University of Laos	NUOL	Laos
P9	Souphanouvong University	SU	Laos
P10	Institute of Technology of Cambodia	ITC	Cambodia
P11	National University of Battambang	NUBB	Cambodia

Purpose, Scope and Methodology of the 1st External Evaluation

The external evaluation is foreseen by the project proposal, WP 4 "Quality Plan", Activity 4.4. / Deliverable 4.3. In total, three external evaluations are foreseen – one per project year.

The purpose of external evaluations is to assess the project, its progress in the task implementation and outcomes delivery. The evaluation findings are to be used by the Steering Committee to draw up the improvement strategy.

The external evaluation is according to the project proposal focused on the following:

- INOWASIA Programme effectiveness with the main question if the intervention was able to achieve its goals (in terms of reaching the target indicators and the target group),

- Provision of an external opinion on the internal quality assessments,

- Support to the Sustainability and Follow-up plan.

The evaluation methodology was based on the purpose, scope, timeline, and budget of the evaluation. The evaluator used desk research of all project documents and deliverables received from UdG and Wusmed and available online (see Annex 1 for details). In addition, the evaluator used INOWA Project website, and its LinkedIn and Facebook sites. All resources are documented in Annex 1.

This evaluation is based on a selection of OECD evaluation criteria[1] with focus on **effectiveness, impact and sustainability**.

To access the **effectiveness** of the project implementation, the main question to be answered by this evaluation is: "Is the project achieving its objectives?". For this purpose, the overall project progress and the progress of all WPs was evaluated.

For the assessment of the deliverables, a "traffic light system" was used for a better visualisation of the progress of implementation of deliverables, explained in the table below:

Deliv.	Title / Due date	Due date	Completed	Language/s
	GREEN = COMPLETED			
	ORANGE = ONGOING			
	RED = DELAYED			
	WHITE = NOT STARTED YET			

Impact and sustainability issues of the main project results are commented upon briefly in a separate chapter and in more detail under each of the WPs, using target and actual indicators. More information will be provided in the upcoming two evaluations, as it is still too early to measure impact related issues in this early project stage, especially the long-term impact.

Efficiency of resource utilisation will be commented upon in the next report, upon presentation of the 1st narrative and financial project reports. **Coherence and relevance** of the project results were assessed in detail in the proposal evaluation and not in focus of this evaluation even though certain issues were integrated throughout this report.

1, s. https://www.oecd.org/dac/evaluation/daccriteriaforevaluatingdevelopmentassistance.htm

At the end of each section the results are brought to the point by answering the question if immediate corrective measures / actions are necessary and which actions are proposed if the answer is "yes".

Following the initial agreement, the evaluator was provided with the relevant project documents from the UdG and Wusmed as the co-leader of the Quality Assurance (WP4), during February 2022. The purpose, time, scope, and budget of the evaluation were limited and did not encompass detailed examination of all lists of participants, except of those documented in the deliverables.

UdG and Wusmed were available for clarifications throughout the evaluation process.

The Draft Evaluation report was submitted to the UdG and Wusmed as WP6 lead on March 13, 2022 and further distributed to the project partners who were invited to provide feedback to the External Evaluation Report.

After receiving the Draft Evaluation Report, Wusmed provided the evaluator with the requested clarifications and updated and/or missing project documents, as well as with the feedback to the Draft External Evaluation Report. The Report was revised accordingly and than presented to all Consortium members in an online meeting on March 17, 2022. During this meeting, the WP leaders reported on the project progress, challenges for the implementation as well on steering measures.

The Final Evaluation Report was finalised and submitted to the UdG and Wusmed on March 21, 2022.

Status of the project

(Overall status, Main deviations)

Overall, the project implementation has started as planned and is on track, with some delays. The delays are to a large extent caused by the challenges brought about by Covid-19 restrictions, not only due to inability to meet in person but also due to additional burden for education institutions. Furthermore, the timetable in the project proposal was very ambitious and more time was needed for the project to kick off and partners to fully take over their roles and responsibilities. Steering measures are needed to address the weak points and compensate for delays so far.

The research within WP1 (preparatory research and analysis) needed to be completed in high quality, bringing the implementation into the summer brake and completion with a 4-month delay. The WP1 indicators were achieved or overachieved, and the delay is at least partly justified due to the complexity of the tasks and the high quality of implementation, especially having in mind the challenges the project was cooping with.

The WP 2 (Modular Curriculum Development and Teaching Capacitation) is ongoing with delays, partly caused by the late completion of the WP1. According to the feedback from the WP leader, the ITC, during the Consortium meeting on March 17, 2022 intensive work is in progress and most of the delayed deliverables should be finalised between April and July 2022.

The WP3 (Implementation of the modules and water living labs in PC´s HEI Campus) implementation has started, and the implementation is somewhat delayed. According to the WP leader, the CTU, the current focus is on the water living labs and network that are seen as a priority (D.3.7). Deliverables with the delayed start are supposed to start between April and May 2022.

The WP4 (Quality Plan) is ongoing as scheduled.

The WP 5 (Dissemination and Exploitation) is ongoing with some delays. According to the feedback of the Consortium, local dissemination events (D.5.5) are ongoing and will be documented at the Dissemination report at a later stage. No local dissemination materials or reports were available to the evaluator at this point.

The WP 6 (Project Management) is ongoing as planned, with the necessity to plan and implement steering measures to mitigate the risk of further delay.

Quality of the project implementation

(Short analyses of deliverable status and indicators for each WP)

Overall, the quality of the project implementation is high.

All deliverables within the completed WP 1 (Preparation) have been elaborated in a very high quality and the target indicator was overachieved, providing a strong basis for further implementation.

WPs 2 and 3 (Development) are ongoing, and the quality of their deliverables can be assessed in the next report as none of the deliverables has been completed at this stage.

The WP4 (Quality Plan) is ongoing as planned. Its first deliverable – Monitoring and Evaluation Plan – has been completed in high quality. The four internal quartal evaluation reports due so far have been completed in time and contain relevant information. It is strongly recommended to use these reports to assess the project progress and suggest steering measures, to avoid further delays.

The WP 5 (Exploitation and Dissemination) is ongoing. Two deliverables – the Dissemination plan and the website – have been completed in a very high quality. Further deliverables were not available at this point (activities ongoing). It is strongly recommended to intensify the Dissemination and Exploitation strategic efforts and implementation and to foster the usage of the social media of the project.

The WP 5 (Project Management) is ongoing as planned. Two deliverables were completed – the partnership agreements signed and the management plan developed in time and in high quality. Steering measures to compensate for project delays and prevent further delays are strongly recommended.

WP1.   Preparation

Timeframe: 15/01/2021 14/06/2021

Work package leader: FSUB (co-leader UBB)

Contributing partners: All participating organisations

Short description:

This WP covers research, analysis, and other preparatory activities for the establishment of the knowledge base for the modular formation programs in Cambodia, Laos and Vietnam.

The following deliverables are defined in the proposal:

	Title / Due date	Due date	Completed	Language/s
D.1.1	Research and analysis plan	January 30, 2021	March 15, 2021 (last revision[2] March 27, 2021)	EN
D.1.2	Report on defined academic and labour-market requirements	March 31, 2021	June 16, 2021 (last revision November 11, 2021)	EN
D.1.3	Report on the analysis of the experience of the EU HEIs	March 14, 2021	June 5, 2021 (last revision November 20, 2021)	EN
D.1.4	Report on current academic offer in PC's HEIs	April 30, 2021	March 10, 2021 (last revision December 12, 2021)	EN
D.1.5.	SWOT Analysis results	May 14, 2021[3]	October 14, 2021 (last revision January 29, 2022)	EN
M.1.6.	**MILESTONE:** Creation of a knowledge Base	June 1, 2021	Completed	EN
D.1.7.	Report on local emphasis	June 14, 2021	June 10, 2021 (last revision January 29, 2022)	EN

STATUS:

All deliverables have been completed in excellent quality and target indicators reached or overachieved. Research has been carefully planned (D.1.1) and conducted and all data necessary related to current academic offer, capacities and materials of all HEI partners collected to a high level of detail (D.1.2, D.1.3, D.1.4). Information on accreditation and recognition procedures were collected and a network of partners was established, paving the way to a successful

---

[2] Revisions mainly included minor corrections and feedback of partners.
[3] D.1.5 sumarizes the research results and should have been scheduled as the last deliverable within this WP.

project implementation. All findings are documented in a knowledge base (M.1.6) and summarized in a SWOT analysis and the report on local emphasis (D.1.5, D.1.7).

The WP 1 has been completed on October 14, 2021, with a 4-month delay as compared to the quite overambitious initial target (June 14, 2021), including the university summer break. These delays somewhat postponed interlinked activities, esp. the WP 2. However, at this point it must be stated that the WP 1 builds the basis for both project developments (WP 2, WP 3) and that the Consortium did well to postpone the completion in order not to rush the data gathering in a reduced quality.

Furthermore, according to the Project Management leader and the documentation available to the evaluator, time was needed after the project start for the project partners to understand the project and the task division and for the APC to be established and take up its duties. At the time of the preparation of this report (March 2022), the Consortium has not yet met in person and all agreements were made online, which has certainly contributed to the efforts needed from all sides to complete the WP.

D.1.1 Research and analysis plan (completed)

The deliverable has been completed and served as a well-prepared basis for all further steps during the WP 1 preparatory process.

The research and analysis plan for the upcoming 6 months research was finalized on March 15, 2021, with around six weeks of delay as initially foreseen in the project document. The precondition for drafting the D.1.1 were initial discussions held at the Kick-Off meeting (held on February 26, 2021) and several internal preparatory meetings to identify and discuss the main pillars of upcoming 6-month research and analysis phase.

This deliverable has fully achieved its goal defined in the project proposal. It also brought about an added value: The establishment of the INOWASIA Academic Professional Committee (APC) to oversee and guide the project from a multidisciplinary perspective. The proposed AWC members consist of SC members, associated partners from all countries, as well as of other potential stakeholders – international organisations, public bodies, NGOs, and suggests private companies and citizens as further partners. Invitations, acceptance letters, authorisation letters and constitution of council document were prepared and distributed. Out of 28 members on the APC list, 20 have signed acceptance letters so far.

The research plan contains clearly defined research defines data collection tools, objectives, goals and target audiences.

1) General information on water related challenges in the three Asian partner countries and information labour market demand
2) Information on water related academic offer at PC's HEIs on master, PhD, postgraduate, non-formal levels, including a specification of modules, employability aspects, validation/accreditation/recognition procedures and expertise and materials available in the PCs
3) Information on water related academic offer of HEIs of three EU project countries, expertise and material available
4) A SWOT analysis and an analysis of local potentials
5) A creation of the knowledge base.

Methodologically, the research plan is based on several online questionnaires the respondents of e research is the most likely to be based on institutional or individual opinions of the respondents. It is recommended to briefly specify how the research plan is connected to the key guiding national, regional or European legal, policy and strategy documents, and also refer to the needs assessment presented in the Part D of the project application. The next project report to the donor should also seek to establish this link to emphasize the relevance of the project.

The questionnaires presented in further deliverables offer multiple choice answers with a possibility to add other ideas, however the evidence base for the answers provided is not clearly stated. It is recommended to add a brief information on the process of preparing the answers.

Furthermore, it would be helpful for further steps to provide a brief summary of the conclusions of all parts of research into one separate document or add it into the SWOT analysis.

In terms of target indicators (efficiency):

This deliverable is a part of the indicator "Research and Analysis activities conducted at each HEI and reported upon" and has significantly contributed to its completion.

Recommendations

- It is strongly recommended to provide a cross-reference of the results of the research and the research plan under WP 1 to the main national, regional and if applicable European strategy and policy documents and development strategies and the needs assessment from the project application as an evidence base.
- It is strongly recommended to provide a list of consulted literature (such as sources mentioned above, but also further sources such as e.g., research results of other projects in the same PCs).
- It is strongly recommended to present the process and the evidence base for the multiple-choice answers offered in questionnaires (answers related to labour market relevant specific competences, contents of basic and advanced modules, labour market demand and similar. Who has developed these and using which evidence base?) .
- Due to the complexity of the project, it could be useful to provide a brief summary of research results of all deliverables as a separate document or within the SWOT analysis. To this end, 1-page summaries provided at the end of each deliverable followed by an overall conclusion and recommendations.
- (Optional) It would be useful to briefly summarize which faculties will offer the new content (e.g. technology, nature sciences, construction, law), considering the fact that water management issues can be addressed from a number of perspectives.

D.1.2 Report on defined academic and labour-market requirements (completed)

This deliverable has been completed on June 16, 2021 (and revised until November 2021) with a delay as compared to the initial deadline (March 31, 2021).

The has achieved its goal to collect information on labour market relevant requirements needed as a part of the main inputs for any further steps related to introducing the academic content.

Methodologically, the Report is based on a questionnaire consisting of 2 parts:

a) Part A: Water challenges (the results of which are presented in D.1.7)
b) and Part B: Academic Labour Market Competences, both specific and generic (the results of which are presented in this deliverable).

According to the D.1.2., the questionnaire was distributed to APC members, consisted of 28 members, with the aim to obtain at least 2 replies from each of the target SEA audiences. 16 responses were collected from all organisation profiles quite with 45% of total answers from Vietnam, 31% from Cambodia and 23% from Laos.

In addition to individual opinions of the PCs, other sources such as labour market and skills surveys, demand and supply analysis, further statistics if available as well as experiences form other countries would be usual in such a research. If they have been consulted, it is suggested to cross-reference the document with the related statistics or

information presented in the application form, Part D. If those were however consulted in the preparation of the offered competences, this should be clearly stated in the methodology described.

In terms of target indicators (efficiency):

This deliverable is a part of the indicator "Research and Analysis activities conducted at each HEI and reported upon" and has significantly contributed to its completion.

Recommendations (in addition to the general recommendations presented under D.1.1.):

- It is recommended that the methodology description includes information on how the offered answers (e.g., on skills and competences were exactly defined, which sources were used). If not done so already, the results should be cross-referenced with labour market and skills surveys, demand and supply analysis, statistic data and related sector information from other countries.

D.1.3 Report on the analysis of the experience of the EU HEIs

This deliverable has been completed.

The Report was completed per June 5, 2021 with around 2,5 months delay as compared to the deadline set in the project application (March 14, 2021), with the last project revision in November 2021.

D.1.3. has achieved its goal to summarize EU HEI partners' expertise and available material for the modules and teaching in the relevant sector. It contains the list of available master and PhD programs from participating EU universities, list of topics for the formation programs, expertise of teaching staff and available material that can be used. It also contains a well elaborated 1-page summary clearly indicating strengths (topics well covered by the EU partners) and weaknesses of the results (topics not sufficiently covered by the expertise of EU partners). This document represents a very useful addition to the deep pre-proposal research presented in the application.

A very positive approach is the fact that the Report suggests using the experience of associated partners and other experts from the partner HEIs in the EU to address the weaknesses and collect additional expertise.

It is also evaluated positively that this survey was used to assess the availability and format of teaching materials, as well as their language.

All in all, valuable information was gathered as an input into the WP2.

In terms of target indicators (efficiency):

- This deliverable is a part of the indicator "Research and Analysis activities conducted at each HEI and reported upon" and has significantly contributed to its completion.

Recommendations (in addition to the general recommendations presented under D.1.1.):

None

D.1.4 Report on current academic officer in PC's HEIs

The deliverable has been completed on March 10, 2021 – ahead of the actual schedule presented in the project application April 30, 2021, with the latest revision in December 2021.

The deliverable has fully achieved its goal to analyse the current academic offer of PC HEIs partners in relevant fields and to identify and specify any potential new inputs and serves as one of the main sources of information for the WP 2.

Methodologically, this Report is based on a questionnaire elaborated by WP leaders. The objectives, target audience and goal of the survey are clearly defined. The questionnaire is excellently designed to collect information on currently running Master and PhD programs at PC HEIs, but also on related Master and PhD programs (that are not

fully devoted to the subject but contain elements related to water). This questionnaire also asks after strengths, enrolment details, funding and sustainability. Furthermore, accreditation/recognition/acceptance procedures for introducing and modifying the current programmes as well as cross-country recognition issues among the target PC countries are also well elaborated. It is to be stressed that exploring and planning accreditation/recognition/acceptance issues at such an early stage of the project is one of crucial step towards ensuring the sustainability of project results. The questionnaire offers a list of basic and advanced modules for each of the PC HEIs to pick, and also ensures the HEIs make a note on to which Master or PhD program they should be included.

Technically, it must be emphasized as an asset of the project management that the complex questionnaire also used colours to distinguish between similar questions that can potentially be confused with each other, and explanations provided sufficiently.

The true interest and engagement of PCUs was demonstrated by their extensive responses and insights, detailed answers and further inputs – on almost 85 pages, followed by an excellent brief overview of the results gathered in a short half-page table. In this sense, this survey is certainly a very important input for all further work, especially for the WP 2.

In terms of target indicators (efficiency):

- This deliverable is a part of the indicator "Research and Analysis activities conducted at each HEI and reported upon" and has significantly contributed to its completion.

Recommendations (in addition to the general recommendations presented under D.1.1.):

None

D.1.5 SWOT Analysis results

This deliverable has been completed on October, 14, 2021, with the latest revision in January 2022. The initial deadline from the project proposal (May 14, 2021) was a mistake as the SWOT Analysis could only be produced after all other deliverables are completed.

The Analysis has achieved its goal to provide an overview of strengths, weaknesses, opportunities and threats that can be derived from the previous deliverables of this WP and discussions held during this this project, and are related to accreditation, teachers, potential students, employability and the roles of public and private sector.

The SWOT Analysis presents individual results from each Partner Country University and presents an excellent overview of potentials and things to keep in mind for further project implementation. This kind of presentation of initial project assessments can certainly be marked as an example of good practice.

In terms of target indicators (efficiency):

- This deliverable is a part of the indicator "Research and Analysis activities conducted at each HEI and reported upon" and has significantly contributed to its completion.

Recommendations (in addition to the general recommendations presented under D.1.1.):

None

D.1.6 Creation of a knowledge base

This deliverable has been completed.

D.1.6 has fully reached its goal to create a knowledge base. It has identified a Google drive as the optimal knowledge management instrument. The drive has been regularly maintained and updated and contains all relevant documents

(proposal document, grant agreement, partnership agreements, management plan and all deliverables carefully filed in appropriate folders; wherever applicable, documents are grouped into WPs, with the exception of proposal and Grant Agreement documents). In addition to the general drive, a separate drive was created as a knowledge base on Water Oriented Living Labs (WOLL). The WOLL Drive is carefully structured in four folders and comprised of all relevant information, from presentations, meeting results to equipment lists and e-sensors solutions.

The knowledge base is an attractive, easily accessible, well-structured and user-friendly platform fully accomplishing its important purpose.

In terms of target indicators (efficiency):

- The target indicator "Knowledge base comprising all reports created" has been completed and possibly overachieved, as the database contains all project deliverables and materials used.

Recommendations:

None

D.1.7 Report on local emphasis

The deliverable has been completed on June 10, 2021, slightly ahead of schedule (June 14), and last revised in January 2022.

Overall, it has fully achieved its goal to define academic emphases on local challenges in each PC, based on local challenges and HEIs' fields of expertise.

Two questionnaires were developed by WP1 leaders and validated by all partners:

1) Questionnaire 1: "Water Challenges and Academic-Labour Market competences in Cambodia, Laos and Vietnam and
2) Questionnaire 2: "Identification of PC HEIs expertise", aimed at collecting information about the expertise of the Asian partner HEIs and materials they have available.

Both have clearly defined objectives, goals and target audiences and clear and comprehensive questionnaires. Results are presented both in detail for each of the partner country institutions and in a concise and clear 1-page summary at the end of the document. Once again, the Partner Country HEIs have demonstrated their knowledge and insights by providing detailed information for this research.

In term of target indicators (efficiency):

- The target indicator "local emphasis defined for all PC HEIs" has been fully reached, with some delay.

Recommendations (in addition to the general recommendations presented under D.1.1.):

- (Optional) To facilitate understanding and avoid redundancy between D.1.2. and D.1.7, an optional recommendation is to present the results of each questionnaire in one document each

Recommendations/Reminders concerning <u>reporting</u>:

(Here, a summary of the recommendations presented above that are relevant for the reporting are presented. For further recommendations, please refer to the deliverable recommendations above)

- It is strongly recommended to provide a cross-reference of the results of the research and the research plan under WP 1 to the main national, regional and if applicable European strategy and policy documents and development strategies and the needs assessment from the project application as an evidence base.
- It is strongly recommended to provide a list of consulted literature (such as sources mentioned above, but also further sources such as e.g., research results of other projects in the same PCs).

- It is strongly recommended to present the process and the evidence base for the multiple-choice answers offered in questionnaires (answers related to labour market relevant specific competences, contents of basic and advanced modules, labour market demand and similar. Who has developed these and using which evidence base?)
- Due to the complexity of the project, it could be useful to provide a brief summary of research results of all deliverables as a separate document or within the SWOT analysis. To this end, 1-page summaries provided at the end of each deliverable followed by an overall conclusion and recommendations.
- (Optional) It would be useful to briefly summarize which faculties will offer the new content (e.g. technology, nature sciences, construction, law), considering the fact that water management issues can be addressed from a number of perspectives.

Immediate corrective Actions necessary? *(If "yes" clarification follows)*	Yes ⊠	No ☐

WP2. (Development 2) Modular Curriculum Development and Teaching Capacitation

Timeframe: 15/04/2021 – 14/07/2022

Work package leader: ICT (co-leader UdG, PCUs responsible for WP implementation at their universities)

Contributing partners: All participating organisations

Short description:

This WP covers the co-design of the academic content of the modules and the potential structure in each participating Cambodia, Laos and Vietnam University, the design of student mobility, specific formation for Asian academics and selected students in problem-based learning (PBL), specific formation for Asian academics on the innovative water technologies and concepts, monitoring activities, as well as the validation of the methodology.

The following deliverables are defined in the proposal:

	Title / Due date	Due date	Completed	Language/s
D.2.1	Academic content and structure of the modules	November 14, 2011	Ongoing, deliverable delayed 4 months	EN
D.2.2	Educational materials for the modules	January 14, 2022	Ongoing, deliverable delayed 2 months	EN and PC local languages
D.2.3	Teacher training methodology	October 14, 2021	Ongoing since January 22	EN and PC local languages
D.2.4	Schedule and agreements Plan for staff mobility (teacher training)	October 14, 2021	Delayed 5 months	EN

D.2.5.	Schedule and agreements Plan for student mobility (internship)	January 14, 2022	Delayed 2 months	N.A.
D.2.6	Report on teacher training and mobility	July 14, 2022		EN
D.2.7	Accreditation roadmap	January 14, 2022	Delayed 2 months	EN, PC local languages

STATUS:

Out of a total of seven deliverables, the completion of five is delayed between two and five months at this point, one is ongoing but with a delay and one is due in a later stage. The project drive contains no further information on the progress of these deliverables. A new timetable should be provided as soon as possible, not waiting for the project report to the donor.

According to the feedback from the WP leader, the ITC, during the Consortium meeting on March 17, 2022 activities with the delayed deliverables are ongoing and intensive work is in progress. Most of the delayed deliverables should be finalised between April and July 2022.

Recommendations/Reminders concerning reporting:

- It is strongly recommended to elaborate a new timetable of activities setting realistic start and end deadlines for this deliverable, and to review its effect on the WP 3.
- It is strongly recommended to in the next report specify the reasons of the delays in work packages and a way-out strategy, including if applicable the announcement of a possibly needed non – cost extension of the project.
- It is recommended to conduct an analysis of SEA capacities to carry out new modules and if needed elaborate a training plan.

Immediate corrective Actions necessary? *(If "yes" clarification follows)*	Yes ☒	No ☐

WP3.   Development II: Implementation of the modules and water living labs in PC's HEI Campus

Timeframe: 15/01/2022 – 14/01/2024

Activity leader: CTU (co-leader U Tolouse III)

Contributing partners: Each PCU will be responsible for the WP implementation at their institution

Short description:

This WP covers the implementation of the modules in the existing Master adn/or PhD programmes in each participating Cambodia, Vietnam and Laos universities, the implementation of student mobility, monitoring activities as well as the validation of the methodology and the implementation of water living labs in the South East Asian IHE campus.

The following deliverables are defined in the proposal:

	Title / Due date	Due date	Completed	Language/s
D.3.1	Report on the first edition of the academic modules implementation	October 30, 2023	Delayed start	EN
D.3.2	Report on student mobility	September 30, 2023		EN
D.3.3.	Monitoring reports on students' progress	August 14, 2022 February 14, 2023 August 14, 2023		EN
D.3.4.	Monitoring report on alumni into the labour market	January 14, 2024	Delayed start	EN
D.3.5.	Report on the results of the accreditation process in each PC	January 14, 2024	Delayed start	EN
D.3.6.	Revised curriculum	January 14, 2024		EN, PC local languages
D.3.7.	Water living labs and network implementation	May 14, 2023	ongoing	EN, PC local languages

STATUS:

Deliverables 3.1, 3.4 and 3.5 were supposed to start in the second project year (as per January 15, 2022) but have not started yet. D.3.7 is ongoing. Other deliverables are due to a later date and will be evaluated in the end external evaluation.

According to the WP leader, the CTU, the current focus is on the water living labs and network that are seen as a priority (D.3.7). Deliverables with the delayed start are supposed to start between April and May 2022.

Recommendations/Reminders concerning reporting:

- It is strongly recommended to elaborate a new timetable of activities setting realistic start and end deadlines for this deliverable.
- It is strongly recommended to in the next report specify the reasons of the delays in work packages and a way-out strategy, including if applicable the announcement of a possibly needed non – cost extension of the project.

Immediate corrective Actions necessary? *(If "yes" clarification follows)*	Yes ☐	No ☐

WP 4: Quality Plan

Timeframe: 14/02/2021 – 14/01/2024

Activity leader: LOAN (co-led by Wusmed)

Contributing partners: All participating partners

Short description:

This work package was aimed at establishing criteria, tools and procedures for monitoring and evaluating the project in terms of both processes and outputs to ensure the quality of the project activities and deliverables. A formative and a summative evaluation were planned at four levels: 1) the project as a whole, 2) the formation programmes (modules), 3) the teaching methodology and 4) the master and PhD students.

The quality control will take place first during the project, and second at the end of its implementation. This ongoing monitoring will give information to the partners about the weaknesses of the implementation process, in order to take measures to mitigate them during the project and beyond the project for its exploitation and sustainability. Moreover, this evaluation will establish the basis for ensuring that the work plan is carried out according to the time, effort and budget estimates and that the objectives have been achieved through good collaboration between partners. To this aim, the criteria of relevance, effectiveness, efficiency, impact and sustainability will be used.

The following deliverables are defined in the proposal:

	Title / Due date	Due date	Completed	Language/s
D.4.1	Monitoring and Evaluation Plan	April 14, 2021	May 3, 2021 (1st version in April 2021)	EN
D.4.2	Trimonthly technical reports	Each year (2021-2023) on March 30, June 30, Sept. 30, Dec. 30	First version of all 4 reports for year 1 completed in time (and revised later)	EN
D.4.3	External evaluation reports	Each year (2021-2023) on December 15	Ongoing for year 1 (completion mid-March 2021)	EN

STATUS:

The WP is ongoing in line with the implementation plan. One deliverable has been completed, two are ongoing as scheduled.

D.4.1. Monitoring and evaluation plan (completed)

The deliverable has been completed in time.

The Plan has fully reached its objective to provide detailed information on QA strategies and procedures to follow during the project implementation by presenting a systematic method for identifying, monitoring and resolving quality issues and provide the basis for planning, performing, managing, monitoring and measuring the quality of the activities and outputs.

The deliverable contains all relevant information on the project background, expected results and indicators, quality assurance background and how it is implemented in this project. A code of conduct, QA timeframe, as well as all (total 6) questionnaires that will be used during the projects are documented in the annexes.

In term of target indicators (efficiency):

- The target indicator "4 appointed quality plan committee members in each PC HEI " was reached.

- The target indicator "Monitoring and Evaluation plan issued by month 4 year 1" was reached.

Recommendations:

None

D.4.2. Trimonthly technical reports (ongoing)

The four reports for the first year have been presented according to the schedule, with final versions completed later, which is not considered as a delay due to time needed for integrating feedback of partners.

The report structure follows the quality assurance plan and contains information and comments from all project partners. The report is structured into three sections:

1) General project progress overview, which is a very useful tool internal monitoring not only for the project management, but also for all partners
2) WP progress Analysis, an equally useful tool for internal monitoring for all partners
3) Conclusions and Recommendations.

Overall, the partner satisfaction with the project and its events and results can be rated as very satisfactory or satisfactory, and suggestions for improvements are clearly documented. Evaluation topics were project management meetings, WP deliverables (QA plan, dissemination and communication plan, project web site and dissemination materials). WP 1 results were not evaluated yet at the time of the preparation of this report.

The quality reports also assess the satisfaction with the project management, which is mostly rated as excellent or very good, with some suggestions for improvements. This kind of surveys are certainly a very important instrument for both the project management and the Consortium to communicate on crucial unclarities and means of their improvement. The survey elaborates e.g., the clarity of financial aspects, information of management to partners, management structure, communication, usefulness of face-to-face meetings and contributions of partners.

The reports are accurate, well elaborated and draw up concise conclusions and implications of the report results for the further implementation of the project. They will certainly present an important source of information for the external project reporting.

However, these reports are currently not used to assess the project implementation and suggest steering measures.

In term of target indicators (efficiency):

- The target indicator "QA reports issued by m3, m6, m9 and m12 of each year" has been accomplished for year 1.

Recommendations:

- It is strongly recommended to utilise the reports for project management purposes to monitor and steer the project progress and the WP implementation.

- It is recommended to draw up a follow-up plan on the main suggestions of partners when it comes to the improvement of management issues, with the aim to facilitate and accelerate the project implementation.

D.4.3. External Evaluation reports

The external evaluation report is ongoing, the external evaluator was contracted, and the first report is due on March 17, 2021.

In terms of target indicators (efficiency):

- The target indicator "external evaluation reports issued by month 12 of each year" will be reached with a slight delay. An earlier external evaluation would have not been beneficial to the project as no useful recommendations could be made by the external evaluator until one year later.

Recommendations/Reminders concerning reporting:

- none

Immediate corrective Actions necessary? *(If "yes" clarification follows)*	Yes ☐	No ☒

WP5.   Dissemination and Exploitation

Timeframe: 15/1/2021 – 14/01/2024

Activity leader: IRD (co-leader SU)

Contributing partners: All participating organisations

Short description:

This WP covers all dissemination activities and exploitation of results for ensuring the sustainability of the project and activity implementation success, which will permit spreading the methodology around Asia. Therefore, it aims at:
- Communicating and disseminating the project activities to students, environment and water related companies & consulting firms and other public-private stakeholders
- Promoting the masters and PhD programs involved in the INOW-ASIA project amongst the students to engage them to study the degrees, and amongst the water companies & consulting firms to involve them in the programme curriculum design and internship module for the master students
- Promoting the online and face-to-face modules to insert in other Universities among South East Asia
 - Promoting the Problem Based Learning methodology, in other studies, disciplines and Universities.
- Promote the new environmental related Living Labs
- Social raising awareness on the global climate change impacts on environment and water resources and the necessity to train professionals to address this emerging issue
The Dissemination Plan will aim at main project targets (PC HEIs and institutions, students, trainees, administrative and technical staff) and secondary project targets (affiliate partners and other relevant stakeholders).

The following deliverables are defined in the proposal:

	Title / Due date	Due date	Completed	Language/s
D.5.1	Dissemination Plan	February 14, 2021	April 23, 2021 (last revised in January 22)	EN
D.5.2	Dissemination Material	February 14, 2021	ongoing	EN and PC languages
D.5.3	Website	March 3, 2021	Completed	EN
D.5.4	Report on dissemination campaign	Each year (2022-2024) on January 14	1st draft available but not completed	EN
D.5.5	Local dissemination events	Each year (2021-2023) on March 14, June 14, September 14, and December 14	Ongoing	EN and PC languages
D.5.6	Inter-university association on Water Management and Sustainability Studies	June 14, 2021	Delayed report	EN
D.5.7	Financing plan for project sustainability	January 14, 2024		EN

STATUS:

From a total of seven deliverables, two were completed (D.5.1., D.5.3), three ongoing (D.5.2, D.5.5), two delayed (D.5.4, D.5.6) and one due at the later stage (D.5.7) at the time of this evaluation.

The WP has so far resulted in a comprehensive and high-quality Dissemination and Communication plan (D.5.1) and an attractive web site (D.5.3, inowasia.com), functioning but underutilised Facebook and LinkedIn pages. Availability of further dissemination materials (D.5.2) was not identified by the evaluator.

According to the feedback of the Consortium, local dissemination events (D.5.5) are ongoing and will be documented at the Dissemination report at a later stage. No local dissemination materials or reports were available to the evaluator at this point.

The WP 5 timetable needs to be adjusted and the dissemination activities intensified.

D.5.1 Dissemination plan

The first draft was presented in late April 2021 (slightly delayed from the initial target mid-February 2021), and the last revision in January 2022.

Dissemination plan is a It is a well elaborated document containing all necessary details about its objectives, the key messages, target groups, synergies with ongoing initiatives, key stakeholders, communication and dissemination activities, partner roles objectives, target groups, dissemination channels, roles of partners as well as about the brand style and logo. The deliverable contains a detailed action plan. Very positively evaluated is the fact that a special part of the document has been dedicated to dissemination activities for long term sustainability (Page 28-29).

In terms of target indicators (efficiency):

None

Recommendations:

None

D.5.2 Dissemination material

According to the latest QA report as per January 2021, the activity was ongoing. The project web site, and its logo and templates were completed. The evaluator has no information on further materials prepared.

In terms of target indicators (efficiency):

Not applicable

Recommendations:

- It is recommended that dissemination material developed is uploaded at the website when applicable or at the project drive. The evaluator did not identify any materials at the time of the evaluation apart of those mentioned above.

D.5.3 Project website

The project website was completed. It contains all elements planned as per project proposal.

In terms of target indicators (efficiency):

Not applicable

Recommendations:

None

D.5.4 Report on dissemination campaign

The report for year one was due on January 14, 2022, it has been drafted but not completed yet at the time of the preparation of this report.

D.5.5 Local dissemination events

Three local dissemination events were due in year one, however no report was available at the project drive at the time of the preparation of this report. According to the feedback of Consortium members, the events were ongoing and will be documented on the drive at a later stage.

D.5.6 Inter-university association on Water Management and Sustainability Studies

The deliverable was due on June 14, 2021. Its implementation has started but seems to be difficult to be implemented only online and without personal meetings.

Recommendations/Reminders concerning reporting:

- It is strongly recommended to better utilise and disseminate the social networks.

Immediate corrective Actions necessary? *(If "yes" clarification follows)*	Yes ☐	No ☒

WP6.   Project Management

Timeframe: 15/01/2021 – 14/01/2024

Activity leader: UdG (co-leader VNU)

Contributing partners: All participating organizations

Short description:

This WP covers all project management activities and has the following objectives:

- To ensure the overall progress and timely delivery of the project activities and deliverables according to the allocated budget and work plan during the whole project lifetime

- To coordinate the consortium and to monitor each partner's work within an effective management and communication mechanisms

- To periodically control the financial expenditures of the project consortium - To report the project progress to the EU Project Officer

The following deliverables are defined in the proposal:

	Title / Due date	Due date	Completed	Language/s
D.6.1	Partnership agreement	January 15, 2021	Completed between April 30 and July 14, 2021	EN
D.6.2.	Management Plan	February 15, 2021	February 15, 2021[4]	EN
D.6.3	Progress reports to EACEA	Each year (2021 – 2023) on January 14 Changed as per grant agreement to 2 reporting periods: 1st (Month 1 to 21) 2nd (Month 22 to 36)		EN
D.6.4	Biannual Steering Committee meetings	Each year (2021 – 2023) on February 15 and July 15		EN

---

[4] According to the 4th QA report. The Management plan contains no document history data.

D.6.5	Reports on virtual Steering Committee meetings	January 14, 2024		EN

STATUS:

Two deliverables were completed in time (D.6.1, D.6.2), one ongoing (D.6.4.) and two due at a later stage (D.6.3 and D.6.5). Due to delays in completion of deliverables, it is strongly recommended to immediately update the project timetable and the project management plan if necessary. It is strongly suggested to provide a risk mitigation strategy for the risks described in the proposal.

D.6.1. Partnership agreement

Partnership agreements were signed during the fist six months of the project. The initial deadline which was one day upon the official project start is not to be evaluated as a realistic one due to the time needed to set up and coordinate the agreements.

Recommendations:

- It is recommended to complete the PA documentation and upload the versions with both signatures (or collect the signatures). PA 10 should be placed in the PA file.

D.6.2. Management plan

The deliverable was completed. It has been provided in excellent quality, containing all important information and instruction to the partners, including different templates and a separate chapter on risk management and budget overviews.

Recommendations:

D.6.3. Progress reports to EACEA

Due at a later stage of the project.

Recommendations:

D.6.4. Biannual Steering Committee meetings

Two biannual meetings were held so far and a number of further SC meetings that are appropriately documented at the drive.

Recommendations:

D.6.5 Reports on virtual steering committee meetings

Due to a later stage of the project.

In terms of reaching the target indicators (efficiency):

-   Not applicable (no indicators in LFM)

Recommendations for the reporting:

- Due to delays in completion of deliverables, it is strongly recommended to immediately update the project timetable and the project management plan if necessary.
- It is strongly suggested to provide a risk mitigation strategy for the risks described in the proposal.
- It is recommended to complete the Partner Agreement documentation as suggested above.

Immediate corrective Actions necessary? *(If "yes" clarification follows)*	Yes ☒	No ☐

Impact, Dissemination and Sustainability

(Focus / Impact on target group/s)

The project impact will be measured at a later stage of the project, as well as its sustainability as only a very first draft of a sustainability report was available at this point.

The project impact and sustainability presented in the project proposal received a positive donor's evaluation, however with the following constraint that presents a serious risk and needs a mitigation strategy: *"that the proposal may be overly optimistic on long term impacts: qualitative indicators are presented at too high level to instil high confidence in the possibility of successful fulfilment of the expected long-term impacts, especially in LDCs. Dissemination plan almost entirely relies on events and websites and does not adequately consider networks and living labs created by the projects. The institutional arrangements, integration of outcomes into policy recommendations and co-funding beyond project life are not clear, especially in LDCs: these weaknesses may undermine long-term sustainability of the proposed project".*

These justified points need immediate and focused attention in all further project planning.

Further focus is needed on project dissemination, which is lagging behind.

Recommendations related to the reporting:

- It is strongly recommended to immediately focus on measures to improve long term project impacts and their sustainability.

- It is strongly suggested to intensify usage of the project's social media and revise the dissemination time table

Immediate corrective Actions necessary? *(If "yes" clarification follows)*	Yes ☒	No ☐

Summary and recommendations

Overall, the project implementation has started as planned and is on track, with some delays. The delays are to a large extent caused by the challenges brought about by Covid-19 restrictions, not only due to inability to meet in person but also due to additional burden for education institutions. Furthermore, the timetable in the project proposal was very ambitious and more time was needed for the project to kick off and partners to fully take over their roles and responsibilities. Steering measures are needed to address the weak points and compensate for delays so far.

Recommendations

- It is strongly recommended to insert estimated end dates of the deliverables into the updated **time table** and to elaborate a Gantt chart if possible).

- It is strongly recommended to elaborate and regularly update the **risk management** plan.

- It is strongly recommended to utilise internal quality reports for assessing the overall project progress and suggesting steering measures to cope with delays and other challenges.

- It is strongly recommended to cross-reference the WP1 conclusions against the leading national, regional, European or other relevant legal, policy and strategic documents and the project application research.

- It is strongly recommended to immediately focus on measures to improve long term project impacts and their sustainability and elaborate an implementation plan.

- It is strongly suggested to intensify usage of the project's social media.

- It is recommended to at a later stage (WP 2) conduct an analysis of local capacities for carrying out the new modules and elaborate a related training plan.

- It is strongly recommended to in the next report specify the reasons of the delays in work packages and a way-out strategy, including if applicable the announcement of a possibly needed non – cost extension of the project in the next report.

An added value to the project could be provided by exploring the following possibilities:

- **Policy advice:** To improve long-term impact and sustainability, the possibility should be explored to collect the most important project findings in the form of an input to the major national stakeholders (e.g., Ministries, Agencies and similar), as key results and lessons learnt from the project.

- The possibility to offer the water management modules to a wider target group than students in any form possible (e.g., to invite the employees of the partner pubic and private companies to upgrade their knowledge and if possible, obtain a training certificate). Ideally, some courses could be offered as professional courses (ISCED 5), which is however a complicated procedure beyond the scope of this project. The modules should also be among the main points presented in local dissemination events.

- Possibilities to offer parts of developed contents (if applicable) at different faculties (construction, law, technical study programs and nature science) could be explored.

Annex 1: List of resources consulted

A) Project documents:
- o Detailed Description of the Project (Application Form)
- o Grant Agreement
- o Guidelines for the Use of the Grant

B) Deliverables:
- o INOWASIA_D.1.1_Analysis and Research Plan_FINAL
- o INOWASIA_D.1.2_Report on academic and labour requirements_FINAL
- o INOWASIA_D.1.3_Report on the analysis of the experience of the EU HEIs_FINAL
- o INOWASIA_D.1.4_Report academic offer PCs HEIs_FINAL (002)
- o INOWASIA_D.1.5_SWOT Analysis_Final
- o INOWASIA MILESTONE 1.6._Knowledge Base
- o INOWASIA_D.1.7_Report on local emphasis_Final
- o Quality Report M.3 FINAL VERSION
- o Quality Report M6_NewVersion
- o Quality Report M9_V6
- o Quality Report M12_Vf
- o INOWASIA_D.5.1_Project Dissemination Plan_vf211022_didier
- o Copia de Management Plan. Deliverable 6.2 v2
- o 10 Partner Agreements

C) List of web pages consulted

Inowa.com
https://www.oecd.org/dac/evaluation/daccriteriaforevaluatingdevelopmentassistance.htm
https://www.facebook.com/INOWASIA
https://www.linkedin.com/company/inowasia/posts/?feedView=all