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2nd External Evaluation Report (year 2)

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Document author: Nina Besirevic, external evaluator

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

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

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List of abbreviations

APC	Academic Partner Committee
CTU	Can Tho University
EACEA	The European Education and Culture Executive Agency
FSUB	Fundació Solidaritat Universitat Barcelona (FSUB)
HEI	Higher Education Institutions
IRD	Institut de Recherche pour le Développement
ITC	Institute of Technology of Cambodia
NUBB	National 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
WASH	Water Sanitation and Hygiene
WOLL	Water-oriented living labs
WP	Working Package
WUSMED	World University Service of the Mediterranean

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Introduction: INOWASIA 2nd 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 2nd 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. This is the second of three planned external evaluations.

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 INOWASIA 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 criteria¹ with focus on **effectiveness, impact and sustainability**.

To assess 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.

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. Efficiency is not the subject of this evaluation.

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".

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

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 and March 2023. The evaluation had a focus on the above mentioned purpose in line with the foreseen timeline and budget.

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 29, 2023 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 then presented to all Consortium members in an online meeting on _____. During this meeting, the WP leaders reported on the project progress, challenges for the implementation as well as steering measures.

The Final Evaluation Report was finalised and submitted to the UdG and Wusmed on _____.

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 coping 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 NUBB)

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 as per the 1st External evaluation report. The deliverables were delayed for several months, and the delays justified due to the overambitious initial targets, the time needed for the partners to understand the project and the task division in the time of Covid restrictions and the importance of this WP for the two project deliverables (WP2 and 3).

Details on single deliverables were provided in the 1st External Evaluation Report.

² Revisions mainly included minor corrections and feedback of partners.

³ D.1.5 summarizes the research results and should have been scheduled as the last deliverable within this WP.

Immediate corrective Actions necessary? (If "yes" clarification follows)	Yes <input type="checkbox"/>	No <input checked="" type="checkbox"/>
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All target indicators have been reached with a delay:

1. Research and Analysis activities conducted in each HEI
2. Knowledge base comprising all reports created
3. Local emphases defined for all PC HEIs

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:

(* = according to the Contractor's reports, without uploaded deliverables yet)

	Title / Due date	Due date	Completed	Language/s
D.2.1	Academic content and structure of the modules	November 14, 2011	October 11, 2022 (1 st draft)/November 15, 2022 (Final draft) – !!! contents is missing	EN
D.2.2	Educational materials for the modules	January 14, 2022	Ongoing*, deliverable delayed for 14 months	EN and PC local languages
D.2.3	Teacher training methodology	October 14, 2021	Ongoing*, deliverable delayed for 17 months	EN and PC local languages
D.2.4	Schedule and agreements Plan for staff mobility (teacher training)	October 14, 2021	Ongoing*, deliverable delayed for 17 months	EN
D.2.5.	Schedule and agreements Plan for student mobility (internship)	January 14, 2022	Completed (June, 10, 2022 first draft, November 4, 2022 final draft) – delayed of 6 months	N.A.

D.2.6	Report on teacher training and mobility	July 14, 2022	Ongoing (delayed for 9 months so far)	EN
D.2.7	Accreditation roadmap	January 14, 2022	Completed per November 7, 2022 (1 st draft) / December 12, 2022 (Final draft)	EN, PC local languages

STATUS:

Out of a total of seven deliverables, three have been completed with delay (whereas contents is still in development for 2.1.), and four were ongoing with nine to 17 month delay at the time of this evaluation. The completed deliverables have been produced in high quality and have achieved or overachieved the initially set objectives. Some materials that are referred to as “completed” in the project reports were available on Google Drive or Inowasia website.

The delays are caused by a later completion of the WP1 (partly due to the overambitious time-schedule that could not be kept for the purpose of ensuring the quality of its deliverables), COVID restrictions and the complexity of the planned deliverables. Nevertheless, the impact of the delays in WP1 and WP2 has a strong negative influence on keeping the timetable of the project and compensating for delays.

Overall, the WP implementation is already severely delayed (initially planned WP completion: July 14, 2022), influencing other WPs and a new timetable has not been developed yet.

In terms of reaching the target indicators (effectiveness):

1. At least 10 modules developed by month 12 (y1): delayed, content development is still ongoing
2. Manuals and educational material issued by month 1 (y2): delayed, still ongoing
3. Teaching guide and mobility schedule by month 10 (y1): Teaching guide: status is not clear to the evaluator
4. Agreements for student mobility measures signed, schedule fixed : delayed, ongoing (internship Guidebook developed, agreements have not been signed yet, and only draft schedule has been fixed)
5. 2 PC teachers from each university trained at EU HEIs, 4 EU teachers implementing teacher training in PCs by m7 (y2): partly completed and ongoing with delay
6. Accreditation roadmap developed and filled in for accreditation in all 3 partner countries by m12 (y1): Roadmap developed, accreditation not filed in yet.

UPDATE on implementation of Recommendations/Reminders concerning reporting from the 1st external evaluation:

- 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. STATUS as per 2nd External Evaluation Report: An updated timetable was not available at the Google drive. The latest management plan was from February 2021.
- 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. STATUS as per 2nd External Evaluation Report: The recommendation to explain the reasons for the delays was fully followed. The non-cost extension has not been considered so far.

- It is recommended to conduct an analysis of SEA capacities to carry out new modules and if needed elaborate a training plan. STATUS as per 2nd External Evaluation Report: This recommendation seems to have been implemented sufficiently within the initially planned activities.

Recommendations for this WP after the 2nd external evaluation:

- It is still strongly recommended to (as noted after the 1st evaluation):
 - o Create a new timetable of the whole project as soon as possible to ensure realistic project planning and ensure steering measures by all partners that will enable its timely implementation.
 - o Consider and discuss at the next Steering Committee meeting requesting a non-cost extension of the project to ensure that the planned results can be reached by the project end (based on the new time-table).
- For Deliverable 2.5., it is recommended to:
 - o Consider at least minimum criteria for hosting non-academic institutions in order to ensure that they are suitable for offering a quality internship (e.g. issues of capacities, mentorship and similar).
 - o Transfer at Google Drive student internship planning document from D.2.4. on Google Drive to D.2.5.

D.2.1. Academic content and structure of the modules

The Deliverable has been marked as completed by the project team as per October 11, 2022 (1st draft) - November 15, 2022 (Final draft). The list of courses, the teaching approach and the course description structure has been developed. **The academic contents could not be found at Google Drive at the time of the preparation of this Evaluation.**

Based on the analysis conducted within the WP1, to cover the identified gaps, the following list of courses was developed:

- 1) 13 open e-learning, free and self-paced basic knowledge courses available for public
- 2) Nine advanced knowledge courses to be implemented using the problem-based learning (PBL) approach in existing or new subjects in MSc programs at SEA universities.
- 3) Additional advanced knowledge (list of three courses was available at the time of the preparation of this evaluation) and PBL methodology training for teachers and students (virtually and face to face).

The deliverable available on Google drive contains all foreseen elements related to the basic learning objectives, target groups, skills, and structure of the course description. The courses are to implemented in a hybrid way, combining face-to-face sessions, a virtual training week, and specific country training missions.

The content of single courses was not available on Google drive at the time of this evaluation. One course description – Introduction to Nature-based Solutions for waste-water treatment was available at the Inowasia platform (platform.inowasia.com), however without the course contents or further details. It is not clear from the available material if the virtual week of additional training has been offered (scheduled for early 2023).

Recommendations: see WP recommendations

D.2.2. Educational materials for the modules

The completion of the deliverable is ongoing, with a delay of 14 months as compared to the initial planning.

According to the latest Technical report to the EACEA, the development of the materials was ongoing with between 50% (basic courses) and 70% (advanced courses). **Materials were not available at the Google Drive or Inowasia Platform at the time of this evaluation .**

Recommendations: see WP recommendations

D.2.3. Teacher training methodology

The completion of the deliverable is ongoing, with a delay of 17 months as compared to the initial planning.

Deliverable 2.3. (teacher training methodology, teacher training material with instructions) was not available at the Google Drive at the time of this Evaluation, even though its availability is mentioned in the Technical report Annex “Table of achieved and planned results”.

Recommendations: see WP recommendations

D.2.4. Schedule and agreements Plan for staff mobility (teacher training)

The completion of deliverable is ongoing, with more teacher training planned for 2023 – meaning that the implementation is delayed for around 17 months at this point.

A plan for coordinated staff mobility for the capacitation of SEA university lecturers was not found in Google Drive (Deliverable D.2.5. was uploaded here instead, see below). Instead, the Annex to the Technical report “Table of achieved and planned results”, reports that the initial planning has been heavily affected by COVID restrictions, so that the training was partially held online (during restrictions) and partly on a face-to-face basis (during consortium trips). The focus of the training was PBL.

According to the latest technical report to the EACEA, by January 14, 2023, 183 teachers were trained on PBL teaching methodology and advanced knowledge during virtual and face-to-face courses taught by the project coordinator, with more trainings planned for 2023 (training list is available as Annex to the Technical report). 25 partner staff members were trained in water resources advanced knowledge and water-oriented living labs. 279 students and 10 professionals from Cambodia were trained face-to-face in WASH during a mission to Cambodia.

Recommendations: see WP recommendations

D.2.5. Schedule and agreements Plan for student mobility (internship)

The planning of students internships⁴ has been completed as per June 10, 2022 (1st draft) / November 5, 2022 (Final draft).

The planning document contains all necessary information about the objectives of student internships, foreseen number of students, selection criteria, placement institutions, internship requirements, duration and reporting. It is very positive that this document already includes aspects of mobility preparation, details of the application process and an evaluation grid for applications. Each SEA institution will delegate two students, out of which at least one has to be female, which is another positive aspect in terms of gender equality. Furthermore, the document explains that due to the elevated mobility costs only two students per SEA HEI (12 students in total) will be funded.

Unclear is why the document contains activities to encourage Cambodian graduate students to apply, whereas no such measures are foreseen for the other two SEA countries. Furthermore, it is not clear why no local internships will be provided as initially planned, which would enable more students to participate by reducing the costs. The call for HEIs and companies was published in December 2022. According to the last Technical report to the EACEA, the selection of students was planned as per end of December (no information on call or results were available at the time of the preparation of this Evaluation).

Recommendations:

- It is recommended to consider at least minimum criteria for hosting non-academic institutions in order to ensure that they are suitable for offering a quality internship (e.g. issues of capacities, mentorship and similar).

D.2.6. Report on teacher training and mobility

This deliverable is being prepared by compiling evaluation questionnaires of the trainings under D.2.4. and will be submitted once that all training mobilities have been completed.

- ⁴ The student internship planning document is saved under D.2.4. on Google Drive and should be transferred to D.2.5.

Recommendations: see WP recommendations

D.2.7. Accreditation Roadmap

The deliverable has been completed with delay of 9 months (1st draft) / 11 months (Final draft).

The Roadmap has been extended as compared to the initial planning (1 roadmap type per country) as it includes a mini-roadmap for each SEA HEI separately and three different procedures (adding a new subject, modifying an existing subject within an existing Master or PhD programme, creating a new Master or PhD program ,and recognition mechanisms for student mobilities), with all necessary details.

Recommendations: see WP recommendations

Immediate corrective Actions necessary? (If "yes" clarification follows)	Yes <input checked="" type="checkbox"/>	No <input type="checkbox"/>
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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 Toulouse 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 and/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 (planned for August 2022)	EN
D.3.2	Report on student mobility	September 30, 2023	Ongoing	EN
D.3.3.	Monitoring reports on students' progress	August 14, 2022 February 14, 2023 August 14, 2023	Delayed	EN
D.3.4.	Monitoring report on alumni into the labour market	January 14, 2024	Delayed start (planned for January 2022)	EN

D.3.5.	Report on the results of the accreditation process in each PC	January 14, 2024	Delayed start (planned for January 2022)	EN
D.3.6.	Revised curriculum	January 14, 2024	Not started (planned for July 2023)	EN, PC local languages
D.3.7.	Water living labs and network implementation	May 14, 2023	Ongoing with delays	EN, PC local languages

STATUS:

Due to delays of WP1 and WP2, the implementation of the successive WP3 is delayed. Five out of seven deliverables seem to not have started yet, one is planned at the later stage (D.3.6.) and one deliverable (D.3.7.) has started earlier than planned.

In terms of target indicators (effectiveness):

- 12 modules implemented by M6 (y3): ongoing (delayed accreditation)
- 2 students from each PC participated in mobility by M9(y3): ongoing
- Monitoring reports on surveys after each semester by M8 (y332) and M2 and M8 (y3): not started
- Surveys from ex-alumni to evaluate integration into the labour markets by m12 (y3): not started
- Accreditation in 3 PC obtained by m12 (y3): ongoing
- Final report on implementation result at each PC HEI issued by M12 (y3): not started
- Revised methodology for second master edition by M12 (y3) modules definition and teaching material: not started
- Living lab definition (at least 1 per P) and implementation (at least 1) by M5(y3): ongoing
- Virtual network with target groups created and operative by M5(y3)

Recommendations:

UPDATE on implementation of Recommendations/Reminders concerning reporting from the 1st external evaluation:

- It is strongly recommended to elaborate a new timetable of activities setting realistic start and end deadlines for this deliverable. STATUS as per 2nd External Evaluation Report: An updated timetable was not available at the Google drive. The latest management plan was from February 2021.
- 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. STATUS as per 2nd External Evaluation Report: The recommendation to explain the reasons for the delays was fully followed. The non-cost extension was not considered.

Further recommendations:

- It is strongly recommended to consider the two recommendations mentioned above (new time table and a possible project extension). The time-table should be realistic and detailed and consider all necessary steps as listed in the project proposal. If needed, further steps or activities should be added.
- An urgent completion of courses and their (where needed) submission for accreditation is necessary.
- The attendance and recognition of non-accredited courses during 2023 should be regulated by the Deans in addition to the effort to “keep the courses” on the long run.

D.3.1. Report on the first edition of the academic modules implementation and

D.3.5. Report on the results of the accreditation process in each PC

According to the documentation made available to the evaluator, the implementation of activities leading to D.3.1. (course implementation) and D.3.5. (course accreditation) seem not to have started yet. The last Technical report to the EACEA, however, states that the related activities are ongoing, which is confusing, having in mind that course contents and teaching materials are still under development within the WP2. Available documentation leads to the conclusion that the mentioned ongoing activities rather belong to the WP2.

The main unclarities related to these deliverables is if any of the course contents has been finished and submitted for accreditation, and if a new timetable for related activities has already been developed (as stated in the report but not found in the available documentation or the latest quality plan from month 21). Furthermore, it is not clear how is it intended to implement a large number of courses (13 + 9 + additional courses) without their prior accreditation and in due time before the project end, which is announced in the last Technical report to the EACEA⁵.

Whereas open-source online courses can be attended by (any group of) students without official accreditation by each of the HEIs, it is questionable if and how the “badges” earned online can be recognised within regular Master and PhD programmes the students are attending. The Technical report to the EACEA states that “The Deans or responsible of masters can sign an agreement in 2023, confirming that they will make all the possible efforts to keep the courses in the masters’ curriculum, in the syllabus of the subject”. Even though this might be a feasible solution to fully implement the project despite several delays, this approach can pose a significant threat to the sustainability of project results once the project has been ended. It also poses a threat to the recognition of student workload for partner university students attending these courses – an issue needing urgent regulation by the Deans as well.

D.3.2. Student mobility has been prepared within the WP2, but no evidence was found by the evaluator that the student mobilities have started. For example, whereas the call for hosting institutions was published at the Inowasia website, call for students (although this might be published locally at each HEI), a list of selected students or an internship placement plan could not be found. Consequently, **D.3.3. (monitoring student’s progress) and D.3.4. (monitoring on alumni into the labour market) are also pending.**

On the positive side, the activities related to

D.3.7. Water living labs (WoLL) and network implementation have started earlier than scheduled, after they have been identified as a priority previously and agreed upon by the Steering Committee. According to the available data sources, six WoLLs have been co-created and are being implemented at the PC HEIs. Each of the six WoLLs has an own identity card on the project website. Equipment selection was conducted, and equipment already partly purchased. The purchase of Informatics and Computer Science equipment has been challenging due to the lack of appropriate providers in SEA. The preparatory activities to build up a WoLL network have started. Remaining activities are documented in detail in the last technical report.

Here it needs to be stated that this complex and risky (due to equipment purchase procedures) activity has been started in due time to enable timely setup, purchase of equipment and other related activities.

Immediate corrective Actions necessary? (If "yes" clarification follows)	Yes <input checked="" type="checkbox"/>	No <input type="checkbox"/>
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WP 4: Quality Plan

⁵ With the exception of courses that have existed previously and are under the 10-30% (as applicable) allowed course change trashhold

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 (1 st version in April 2021)	EN
D.4.2	Trimonthly technical reports	Each year (2021-2023) on March 30, June 30, Sept. 30, Dec. 30	8 reports completed (for the first 2 years)	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.

In term of target indicators (effectiveness):

1. 4 appointed quality plan committee members in each PC HEI: achieved (as per 1st External Evaluation)
2. Monitoring and Evaluation plan issued by month 4 year 1: achieved (as per 1st External Evaluation)
3. QA reports issued by m3, m6, m9 and m12 of each year: achieved for years 1 and 2.
4. External evaluation reports issued by month 12 of each year: achieved for year 1, **ongoing for year 2 (with 2 month delay)**.

Recommendations:

- It is recommended to use deliverables of this WP to improve steering, monitoring and documentation measures and to update them regularly (see more detailed recommendations under deliverables).

D.4.1. Monitoring and evaluation plan

The deliverable has been completed in time and high quality manner and commented upon in the previous external evaluation.

Recommendation:

- **The monitoring and evaluation plan should be updated on a regular basis to ensure proper monitoring.**

D.4.2. Trimonthly technical reports (ongoing)

The planned eight three-monthly technical reports for the first two years have been completed and uploaded at Google Drive.

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 evaluation of the project progress, 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 satisfactory or very satisfactory. Suggestions for improvements are clearly documented. The latest trimonthly technical report available on Google Drive is was compiled in October 2022 and contains evaluations of the PBL training, quality plan, project website and dissemination material, dissemination and communication plan, filed visits / workshops during project meetings in Spain, France and Vietnam, as well as the evaluation of the project management. Overall, the satisfaction of the participants is between very high and high, with some exceptions which are elaborated and documented.

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 are an important source of information for the Consortium and external project reporting.

It is to be noted that to the external evaluator, these internal reports were somewhat difficult to understand in terms of the period they cover, due to the different statements throughout the reports related to the time covered (all state that they refer to the first 12 months) and if they are cumulative (with events being added or with events from the three month period only), as the approach seems to be different in the past four reports. Nevertheless, the reports were a valuable source of information to the evaluator about the level of satisfaction with the project activities, and it is fully understood by the evaluator that the reports have an internal character and that the coordinator and the leading partner are under a lot of pressure to fulfil all the project requirements.

On the negative side, as also noted in the previous External evaluation report, these reports are currently not used to assess the project implementation and suggest steering measures.

UPDATE on Follow-Up of recommendations from the previous External evaluation:

- It is strongly recommended to utilise the reports for project management purposes to monitor and steer the project progress and the WP implementation. STATUS as per 2nd External evaluation: The recommendation was not followed in the document and are still valid. It is assumed from the Steering Committee minutes and external reporting that the Trimonthly reports are probably used for some steering measures, but this is not documented in the reports.

- 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. STATUS

as per 2nd External evaluation: No information on the implementation of this recommendation is available to the evaluator.

Recommendations:

- As above. In addition, it should be clearly stated in the Introduction which period is covered by the report and how are the follow-up measures implemented and documented.

D.4.3. External Evaluation reports

The external evaluation report has been completed and the second external evaluation is ongoing.

Recommendations/Reminders concerning reporting:

- It could be beneficial for the project management to draft a follow-up plan related to the implementation of the recommendations from the External evaluation and EACEA feedback (if recommendations are accepted and if and how they will be implemented. A management response templates can if be provided by the evaluator⁶).

Immediate corrective Actions necessary? (If "yes" clarification follows)	Yes <input type="checkbox"/>	No <input checked="" type="checkbox"/>
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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
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⁶ See e.g. <https://www.entwicklung.at/en/ada/evaluation> under „management response“

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	Ongoing Document is not on Google drive	EN
D.5.5	Local dissemination events	Each year (2021-2023) on March 14, June 14, September 14, and December 14	Ongoing Document is not on Google drive	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	Ongoing	EN

STATUS:

From a total of seven deliverables, two were completed (D.5.1., D.5.3 – also updated regularly) and five ongoing 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). The utilisation of Facebook and LinkedIn pages has been improved since the last report. **According to the project reporting many planned events have been held but the documentation (e.g. list of local events) was not available to the evaluator.**

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

UPDATE on the implementation of recommendations from the previous External evaluation:

- **It is strongly recommended to better utilise and disseminate the social networks. STATUS: implemented**

Recommendations:

- **It is recommended to better utilise the existing dissemination/exploitation documents (e.g. plan) to improve steering measures and to document the progress (e.g. links, articles, photos) and upload them to the Google drive.**
- **It is recommended to upload the major project results (esp. courses, WoLL information, Guidelines for interns and other relevant contents) to the website on regular basis.**

D.5.1 Dissemination plan

The deliverable was completed as per the last External Evaluation (last revision in January 2022) in high quality.

Dissemination plan 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).

The implementation of the dissemination plan is documented in the last Technical Report to the EACEA. **A full overview of the status of the implementation of the foreseen measures was not available to the evaluator.**

Recommendations:

- For the purpose of overview, monitoring and steering, it is recommended to review and update the dissemination plan on a regular basis (e.g. in parallel with quality reports).

D.5.2 Dissemination material

According to the latest Technical report to the EACEA, the activity was well on track. Besides the project web site, the logo and templates (completed at the time of the previous External evaluation), further materials were developed (leaflet and SEA languages, posters, kakemono, videos).

Visibility regulations and the project logo are used appropriately, and the templates utilized for each project deliverable.

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.

The project web site is updated on a regular basis and fed with the latest news by different partners, which is very positive. Improvement potential is seen in terms of sharing the results of the project at the website. **Usage statistics is not provided.**

Recommendations:

- It is recommended to use the web site to share project results (including the courses developed and WoLL, links to published articles and similar), also in terms of reaching out to potential partners that will support the financial sustainability of the project.

D.5.4 Report on dissemination campaign

The reports were due since January 2022, but not uploaded on Google Drive or available elsewhere. Some information has been provided in the latest Technical report to the EACEA (on dissemination via website, events, social media, leaflets and others). **An “exhaustive dissemination list” is mentioned in the EACEA report, but the link provided (https://docs.google.com/spreadsheets/d/1Rlaae6be_4QMrxQrIG7I9tKf_RLmtzee/e) was not functional at the time of this evaluation.**

The LinkedIn page of the project has proven according to the EACEA Technical report to be a good communication medium, and it has 444 followers in total. Contents is posted on a regular basis. The Facebook page has 465 followers in total and has less regular postings.

Recommendation:

- It is recommended to either develop and/or (if already available) upload the reports under D.5.4. to the Google Drive or provide an explanation how the dissemination campaign is documented.

D.5.5 Local dissemination events

Four local dissemination events are planned each year, however no documentation was available at the Google drive on the events held. According to the Technical report to the EACEA, 74 local events were held before December 15, 2021. 17 scientific papers were published in 14 high rank journals, which is a very positive development. The list of local dissemination events was mentioned in the “Table of achieved and planned results” (Annex to the Technical report), but not provided.

Recommendation:

- It is recommended to develop and/or upload the list of local dissemination events and regularly update it.

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

According to the last Technical report to the EACEA, the Academic and Professional Committee (APC) had 40 members in December 2022 and was active and growing. The aims for the APC were documented clearly. **The list of members was not provided.**

Immediate corrective Actions necessary? (If "yes" clarification follows)	Yes <input type="checkbox"/>	No <input checked="" type="checkbox"/>
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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 ⁷	EN
D.6.3	Progress reports to EACEA	Each year (2021 – 2023) on January 14 Changed as per grant agreement to 2 reporting periods: 1 st (Month 1 to 21) 2 nd (Month 22 to 36)	ongoing 1 st out of two reports submitted	EN
D.6.4	Biannual Steering Committee meetings	Each year (2021 – 2023) on February 15 and July 15	ongoing 3 out of 6 meetings held	EN
D.6.5	Reports on virtual Steering Committee meetings	January 14, 2024		EN

STATUS:

The project management is ongoing as planned. Partnership agreements (D.6.1.) have been signed, and a management plan developed in timely manner, but needs an update (D.6.2.). The Technical Report to the EACEA has been submitted as planned and all SC meetings held with some necessary modifications due to COVID, but in excellent quality. Overall, the project management is coping with the challenges of several severe delays, whereas it has to be evaluated positively that all open issues are discussed frequently by the SC members in regular meetings.

In terms of reaching the target indicators (efficiency):

- Not applicable (no indicators in LFM)

Recommendations for the reporting from the 1st report: STATUS: not followed, still valid

- 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.

Recommendations:

- It is recommended to draft a management response to ensure that the EACEA recommendations are followed in a systematic manner and integrated into the timetable. The management response describing how the recommendations will be implemented should be prepared. A management response templates can if be provided by the evaluator⁸.
- It is strongly recommended to as soon as possible revise the timetable and the management plan where needed. The revision is to include a detailed revised timetable of activities and all necessary sub-activities (e.g. steps towards the accreditation and their timing, duration of the internships and the timing of reports and monitoring activities and similar). Milestones and indicators should be included in the revised timeframe to enable monitoring and to ensure that all relevant information have been considered.
- It is recommended to continue the good practice of frequent SC meetings.

⁷ According to the 4th QA report. The Management plan contains no document history data.

⁸ See e.g. <https://www.entwicklung.at/en/ada/evaluation> under „management response“

D.6.1. Partnership agreement

Partnership agreements were signed during the first 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.

UPDATE on recommendations from 1st Evaluation Report:

- 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. STATUS as per 2nd Evaluation Report: PAs were not available in the project Google Drive due to confidentiality reasons.

D.6.2. Management plan

The deliverable was completed **but needs an urgent revision**. 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:

- It is suggested to urgently revise the timetable and the management plan where needed. The revision is to include a detailed revised timetable of activities and all necessary sub-activities (e.g. steps towards the accreditation and their timing, duration of the internships and the timing of reports and monitoring activities and similar). Milestones and indicators should be included in the revised timeframe to enable monitoring and to ensure that all relevant information have been considered.

D.6.3. Progress reports to EACEA

Activities within this deliverable are ongoing as planned.

The first out of two reports has been submitted in December 2022⁹ covering project months 1-21 in high quality and containing all relevant information. It has received a positive feedback from the EACEA, containing several important recommendations for the project partners in the fields of Quality of the project implementation and impact and sustainability.

Recommendations:

- Draft a management response to ensure that the EACEA recommendations are followed in a systematic manner and integrated into the timetable. The management response describing how the recommendations will be implemented should be prepared. Management response templates can if be provided by the evaluator¹⁰.

D.6.4. Biannual Steering Committee meetings AND

D.6.5 Reports on virtual steering committee meetings

Activities within this deliverable are ongoing as planned.

A total of 18 SC meetings was held so far, including three biannual meetings (**instead the originally foreseen four, however this was compensated for by a number of virtual meetings**). Deviations from the original planning included the necessity to organize two out of four biannual meetings online due to Covid restrictions. Face-to-face meetings were only possible after month 15 of the project, after which biannual SC meetings were connected to activities and organized as round trips to achieve multiple benefits documented in the Technical Report to the EACEA.

It is assessed as very positive that the meetings are held in such a frequency. Frequent exchange among partners is seen as a significant contribution towards joint managing and implementing the project, especially having in mind

⁹ According to the data on document generation from the footnote of the Technical report.

¹⁰ See e.g. <https://www.entwicklung.at/en/ada/evaluation> under „management response“

the challenges the project is confronted with due to the delays and further issues, such as complexity of accreditation and procurement procedures. Furthermore, they ensure an increased involvement of SEA partners that are rather new to Erasmus+.

Another positive aspect is that available meeting documentation shows high level of quality of the preparation of the meeting from the project management side, that focuses on challenges and related joint solutions. Used power point presentations are simple, offering a good overview of all current issues and used for meeting documentation and follow-up at the same time.

Recommendations:

- It is recommended to continue the good practice of frequent SC meetings. It is recommended to review the planned remaining Biannual SC meetings reported in the last Report to the EACEA to ensure that it is accepted to organize a total of five instead of six Biannual SC meetings in total (justified due to the frequency of the SC meetings).

Immediate corrective Actions necessary? (If "yes" clarification follows)	Yes <input checked="" type="checkbox"/>	No <input type="checkbox"/>
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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 <input checked="" type="checkbox"/>	No <input type="checkbox"/>
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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 public 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:

- Detailed Description of the Project (Application Form)
- Grant Agreement
- Guidelines for the Use of the Grant

B) Deliverables:

- INOWASIA_D.1.1_Analysis and Research Plan_FINAL
- INOWASIA_D.1.2_Report on academic and labour requirements_FINAL
- INOWASIA_D.1.3_Report on the analysis of the experience of the EU HEIs_FINAL
- INOWASIA_D.1.4_Report academic offer PCs HEIs_FINAL (002)
- INOWASIA_D.1.5_SWOT Analysis_Final
- INOWASIA MILESTONE 1.6. _Knowledge Base
- INOWASIA_D.1.7_Report on local emphasis_Final
- Quality Report M.3 FINAL VERSION
- Quality Report M6_ NewVersion
- Quality Report M9_V6
- Quality Report M12_Vf
- INOWASIA_D.5.1_Project Dissemination Plan_vf211022_didier
- Copia de Management Plan. Deliverable 6.2 v2
- 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>