



Collaborate for Resilience

Strengthening University-Enterprise Collaboration
for Resilient Communities in Asia - (SECRA)

2nd MONITORING & EVALUATION REPORT

December 15th 2021 – June 30th 2023

WP 7: Quality Assurance

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SUMMARY

The aim of the Quality Control of a project is to ensure that - project objectives and outcomes- are fit to the purpose timely, technically according to the project proposal and, if needed for the efficiency of the project, the necessary changes are undertaken.

In SECRA, WP 7 (Quality Assurance), aims to ensure that all tasks are to the Project's specifications.

Besides establishing the Quality Assurance Plan, setting up the monitoring mechanisms, conducting ongoing evaluations and annual self-assessment reviews, an annual external review (a total of three Monitoring & Evaluation Reports) is to be produced, evaluating the project progress and quality; Deliverable WP7-D3 'Annual self-assessment review' is part of the Monitoring & Evaluation Report-s.

The 2nd Monitoring & Evaluation Report analyzes activities/outcomes/outputs for the period starting December 15th 2022 throughout June 30th 2023.



1. WORK PACKAGES & DELIVERABLES

1.1 WP1 Mapping the Collaborative Landscape

WP1-D1 PARTNER COUNTRY REPORTS ON UECs

Deliverable produced: “Mapping the Collaborative Landscape Institutional Landscape Optimisation – Synthesis of Partner Country Reports”, by UCLAN, October 2021.

Main content/structure, of this comprehensive document: A) General Literature Review [Purpose; Methodology; UEC; Formation of UEC; Considerations when Forming a UEC; Barriers; Enablers; Availability of Policies; Good Practice; Conclusions] B) Synthesis of Country Reports [Purpose; Layout; Methods; Current Context] C) Good Practices [Research Trends; Local Context] D) Potential Framework E) Discussion/Conclusions F) References.

The **overarching aim** of the Report is developing a UEC framework, towards establishing and maintaining UECs for DR in Philippines, Thailand and Sri Lanka. Its two main sections are the literature review and the synthesis of the research findings conducted in the three said countries.

Literature review - Search strategy was to use key terms –already identified from scoping searches in relevant databases [Web of Science, Google Scholar and Embase]-, from eligible literature (only in English). Said search yielded approximately 497000 articles, leaving 600 eligible papers (first 200 highest cited/database); after applying inclusion criteria, 99 articles were eligible for further consideration and analysis.

Synthesis of documentary research conducted in the Philippines, Sri Lanka, and Thailand – It mainly addresses (for the three cited countries) the current context, the good practices and the research trends of UEC. Its results lead to a framework proposal (based on the review of the good practices, the consideration of enablers and barriers and the availability of specific policies for UEC).

As one of the **main conclusions**, few UECs for DR were identified and, existing ones, were supported by the government; on the other hand, good practices were compiled for the three countries.



In terms of recommendations from the Report: A) Conducting additional research, not only for a complete understanding of the current priorities for DR (and their utility for DR) in Sri Lanka, Thailand and the Philippines B) In depth analysis of existing UEC links between institutions C) Identify barriers and enablers, regarding effective UECs.

MIUN, as Project Coordinator, has confirmed that, above assessed Report, was reviewed thoroughly by the Quality Board/Steering Committee. As well, in the March 2022 meeting, the Social Network Analysis was presented, for discussion, amendment and validation.

Compiled feedback -in terms of the content, and the qualitative and quantitative approach of the Social Network Analysis- shows that it has been considered, **overall, appropriate** and **useful** to understand the real status of university-enterprise collaborations in DRR initiatives among the members at the different levels of HEIs; as well, **content** was **sufficient** to cover the research objectives. SNA is considered as very informative, and productive methodology, towards not only understanding but maintaining the networking of all the stakeholders within the ecosystem. SNA **results** are important and can be **directly used for many improvements**, within SECRA Project's scope. The Ego-net platform is an innovative way to plot the networks, though some difficulties in using the platform have been noted. The results of the SNA are relevant to the skills of the institution/organization conducting the analysis and – the gained experience and skills in the methodology can be applied to other partnerships and collaborations.

On the other hand, some mention has been made in terms of -the 'personal network design'- as not comprehensive enough to enable a successful UEC; **suggestions** in place for further consideration of the capacity and track record of the HEI to make use of its network of support or taking into account more than the two analyzed components (formal social network and gender homophily between partner university staff and external contacts). Another compiled **recommendation** implies doing further study in order to gain specific evidences of issues.

- ⦿ **Supplementary Report: Social Network Analysis** – delivered document, 19 pages .pdf, by MIUN -with the collaboration of Lund University and North-West University-; with 13 figures, addressing main issues such as the used Research



Design ('Personal Network Design') and the Results of the survey – Size of ego networks, Network Density, Organizational Diversity of External Contacts, Constraint of personal networks on partner university staff, Gender homophily between partner university staff and their external contacts and Proportion of informal ties in the personal networks of partner university staff- along with the relevant conclusions.

Results and **conclusions** of the **Supplementary Report** of the Social Network Analysis, have been considered as **relevant**; also, the Supplementary Report has been **helpful** and useful to make publications and continue research studies in the area of university-enterprise collaborations in other fields, besides DRR activities (e.g. USJ, and others, is using the Study Report to formulate a national policy framework on UEC for DRR activities). The mentioned conclusions and results are used for **knowledge dissemination** and **teaching purposes**.

Also, the Report **may require a stronger framework** on which the analysis can be anchored, including other factors to consider in the study of networking or connections between universities and private sectors (i.e. access to resources or values they hold/advocate for). Another **recommendation** is to include conclusion-s, for each stakeholder, addressing how they support the UEC.

Besides the above assessed Report, **Survey Results** for **Task 1.2** - surveying university staff with links to UEC- and **Task 1.3** -surveying staff in leadership roles on their views regarding UEC- [.pdf with 32 pages, issued by UCLAN, on October 2021 'Supplementary Report: Mapping the Institutional Landscape at Partner Institutions'], must be noted and are on file.

For instance, in terms of **Institutional Landscape** (Task 1.3), 59 valid responses -from senior managers at the 9 local HEIs, with approximately 20 questions- were compiled (22 from the Philippines, 20 from Sri Lanka, 17 from Thailand), towards the Thematic analysis, in order to identify UECs' enablers (217, identified) and barriers (201, identified), within four main themes such as Administrative (Structural), Financial (Material), Cultural (Relational), Capability (Cultural). As per the Top 5 barriers and enablers/promoters, more than 200 valid responses were gathered; it also addressed the support offered, by the 9 local HEIs, for UECs.



Regarding Task 1.2 – **University Questionnaire**- 190 responses [perspective of university staff -academic, research- at the 9 local partner HEIs, working on UECs in relation to DRR] were considered as valid (71 from the Philippines, 63 from Sri Lanka, 56 from Thailand). Questions dealt with aspects such as Academic background, Job role, Barriers faced, UEC part of the workload, External relations agreement, Priorities of the Sendai Agreement, UEC being outlined in internal policy or Types of barriers faced.

And, in terms of the Egonet data, there were 153 respondents, evenly distributed from the Project partners, except from CMU (who did not deliver any Egonet data).

As per **Task 1.4** -Conducting market analysis- [.pdf with 25 pages, issued by UCLAN, on October 2021 ‘Supplementary Report: Market Analyses’], with 16 figures, dealing with the experiences of the Enterprise partners involved in UECs, addressing main issues such as type of Enterprise by country, experience of working in UECs, Sendai priority by country, Enterprise partner location, Support for UECs, along with the relevant discussion, conclusions and future research directions.

134 respondents (56 participants from Sri Lanka, 27 from Thailand, 51 from The Philippines), participated in the study.

Some **other relevant documents** on file, include the **3 National Reports** (addressing the National context-s –Policies, Types of UECs, Gaps, Enablers, Barriers-, Best Practices, Research Trends focused on UEC, Conclusions), **Database Guidelines** , **Qualitative Analysis** (by UCLAN) or **Overall Conclusions** [Relevance of implementation of UECs in the 3 countries, serving innovation and developing the economy/society; DRR – few UEC and R&I, with focus on it; Best Practices – both, HEIs and private sector, can be strengthened through several types of UEC; UEC focused on DRM, need support from the government-s).

Compiled **feedback**, from Project partners, in terms of **describing** the **data collection process** and **rating** of the **final result** of said process, being **valid** and **servicing** its **purpose**:

→ **Process**: receiving link to the questionnaire, distributing it to target participants, identifying appropriate institutional structure and university prospective participants, contacting them -requesting assistance- and asking contacts to disseminate the questionnaire link to colleagues/further contacts.



The online questionnaire was conducted to the academic staff of the institute, administrative staff and industry collaborators.

- **National reports**, prepared following primary and secondary data collection, which included **three surveys**. And, data collection, based on literature review –hence, being valid and methodical-.
- **Challenges**, and delays, due to, local Project partners, not having ‘live’ access to records of who already submitted the surveys – data privacy issues-. Data collection and analysis, performed by UCLAN.
- Also challenges, in terms of the balance of standardization/uniformity, of the instruments for comparison across the 3 countries, versus the context-specific nuances affecting respondents’ replies.
- As well, some **issues** did arise in terms of reaching out to enterprises -for the market analysis survey-, caused by, some faculty/researchers interviewed, being hesitant to disclose contact information of their contacts in enterprises (once more, data privacy). Therefore, additional time was needed to make connections with the enterprises.
- As a **common barrier**, mentioned was the insufficient support given to the collaboration from the administration of the institute-s.
- Overall, the **process** could be considered as **valid** and serving its purpose, definitely, with interesting and useful insights.

According to the final results of the document studies and the three questionnaires, SECRA Project members were able to identify enablers, barriers and policy requirements in a clear manner.

The said results included current situation, best practices and research trend, serving the purpose of the status of UECs.

- As a **recommendation** towards future improvement, the consideration of how to empower -Asian partner countries- with more of the survey design and development, monitoring of the data-gathering process and data quality assurance.



1.2WP2 Institutional Landscape Optimization

As confirmed by MIUN (Project Coordinator), following suggestion from WP2 co-leads, it was **decided to postpone** the start of this **WP**; policy briefs could not commence **until –WP1 content-** was **ready**. Also, it is to be noted that, policy dialogues, need-ed to be held on in a face-to-face mode.

WP2-D1 UEC RELATIONAL FRAMEWORK

Deliverable produced: “UEC Framework _ Illustration”, .pdf with a diagram/figure, including (at Macro [National Norms & Institutions], Meso [Organizational Processes] and Micro [Relationships] Levels), the Challenges and Suggestions -Structural, Material, Relational, Cultural categories- for the identified stakeholders {Government, Universities, Enterprises, Technical Agencies and, at Micro Level, also addressing Community}. A total of 104 (Macro 25 + Meso 43 + Micro 36) specific challenges are compiled, along with 89 suggestions (Macro 26 + Meso 38, Micro 25), all listed in the corresponding above-mentioned categories.

As well, following document -.pdf, 15 pages- has been delivered, “Identifying the factors affecting University-Enterprise Collaboration: For developing a UEC Framework for Disaster Resilience”, by HUD.

Main content/structure: A) Introduction, with Research Aim and Objectives B) Research Methods C) Findings [Importance of UEC; Factors affecting UEC: Challenges, enablers and good practices] D) Conclusions E) References.

Objectives, were to develop a comprehensive framework for building UEC specifically for building disaster resilience as well as identifying the factors that support or challenge for building UECs.

Factors affecting UEC – **Challenges, Enablers, Good Practices:** 1) Absorptive capacity of the industry 2) Access to data 3) Access to funding 4) Access to knowledge 5) Access to Resources 6) Availability of Technology Transfer Office (TTO) 7) Benefits -personal 8) Commitment 9) Commercialization 10) Communication system 11) Cost related to UEC 12) Culture 13) Demographics 14) Experience and expertise 15) Human resources 16) Institutional arrangement 17) Intellectual property rights (IPR) 18) Interests among stakeholders 19) Investments in research and development 20)



Knowledge 21) Language 22) Leadership 23) Legislative and policy background 24) Management practices 25) Motivation 26) Networking opportunities 27) Personal continuity or personal/good personal relations 28) Political background 29) Reputation 30) Stability 31) Trust.

Compiled feedback -in terms of the content and development of the tasks, so far in place, regarding the UEC Relational Framework- has been positive; it is of relevance that, the relational framework, is addressed via a multi-level (meso, micro, macro) approach. As well, said Framework, was well **developed** using previous studies and literature review; and, its application is **very useful** for understanding the UEC status and building capacities in order to increase UEC's potential. The categories of factors - cultural, relational, material and structural- are insightful and, the testing of the framework via survey, does provide a useful springboard. The Framework is a **valid structure** to be followed in developing collaborative projects among academia, government and private sector and to assess the micro and macro areas in partnerships for DRRM.

As per **recommendations towards improvement of enriching and improving deliverables that are yet to be produced (within WP2):** A) Implementing more awareness sessions for the research teams to communicate how, the relational framework, can be incorporated in other WPs and implemented in the partner countries B) Incorporating more materials from WP2 for teaching research along with dissemination activities, to strengthen the UEC C) Select from practices already being done by agencies (e.g. DSWD and UPRI – University of the Philippines Resilience Institute- in the Philippines), adopting and integrating them D) Somehow, more responses would have lead to more reliable conclusions and results E) Developing the results of the institutional landscape optimization in the online platforms of training materials F) Fostering more interconnections among the WPs, so -learnings from one- are further taken up in the other WPs G) Testing the UEC Framework through tangible projects to determine its operational function H) Local partner HEIs should conduct the policy dialogue at their national level-s and language-s, and share recommendations and findings.



WP2-D2 POLICY BRIEFS (ONE FOR EACH PARTNER COUNTRY)

To be fully evaluated, assessed at 3rd Monitoring & Evaluation Report

The development of Policy briefs had to be postponed due to the lack of face-to-face meetings; as a matter of fact, in the Naresuan (Thailand) February 2023 Meeting, work was done to this extent.

Policy Briefs have been addressed by the corresponding local Project partners and, EU partners, are in the process of reviewing what has been made available.

On file, several documents including draft Policy Briefs for Thailand and Philippines, along with complete guidelines, by HUD.

WP2-D3 ONLINE AND ON-SITE WORKSHOPS

To be fully evaluated, assessed at 3rd Monitoring & Evaluation Report

WP2-D4 POLICY DIALOGUES (ONE FOR EACH PARTNER COUNTRY)

To be evaluated, assessed at 3rd Monitoring & Evaluation Report

1.3WP3 University Enterprise Collaboration Community of Practice

WP3-D1 ONLINE PLATFORM FOR UEC COMMUNITIES OF PRACTICE

To be fully evaluated, assessed at 3rd Monitoring & Evaluation Report

Online Platform (Moodle), up and running: <https://drrcollab.org/moodle/> , it requires username and password. It can also be accessed via the Project's website <http://drrcollab.org/> , thru the Tab 'Community of Practice'.

Online Platform (at its current stage of development) has been **assessed**, so far, as **convenient and practical** for all purposes of UEC collaborations, including teaching and dissemination activities.



Gathered **recommendations** towards its improvement, include: A) Introducing, at the earliest, some courses related to UEC and DRR activities, along with actions to be taken towards opening the Platform to different stakeholders B) Further adjustment-s with the expected information and feedback from users C) Regular sharing of practices and documentation on the inroads already made in UEC D) Securing internal engagement of departments and colleagues E) Determining the readiness of external stakeholders to partner with HEIs along the line of disaster resilience (i.e. through policy advocacies highlighting the mandate of all actors related to disaster resilience and where, the UEC, can be the best response to address this) F) Regular updating G) Overcoming the administrative limitations for enterprises H) Incorporating this SECRA Moodle with the Moodle sites of each HEI, as well as allowing all partners to showcase events, presentations, videos I) Making it more user friendly J) Incorporating more case studies from several areas K) Contextualizing the Platform to attract more people L) Further improvement in terms of length and contextual language.

And, last but not least, the Online Platform is, **overall, foreseen** -by Project partners- as **effectively bringing together enterprises and HEIs**, and as a **good opportunity** to make collaborative courses through the Platform (with previous guidance for the partner institutions to use it for this purpose).

WP3-D2 COMMUNITY OF PRACTICE ON-SITE TRAINING

To be fully evaluated, assessed at 3rd Monitoring & Evaluation Report

Said On-Site Training took place during the face-to-face Naresuan (Thailand) Meeting, on February 2023 (presentation, on file, by MiUN and UoP).

And, as confirmed by MiUN, during the face-to-face meetings to be held in Manila and Sri Lanka, a training session will be implemented, so to adjust the content and work previously developed.

WP3-D3 COMMUNITY OF PRACTICE ON LINE TRAINING

To be fully evaluated, assessed at 3rd Monitoring & Evaluation Report



At the time of delivering the 2nd M&E Report, available courses in the Moodle Platform are: 1) UEC Compass for guests 2) UEC Compass Questionnaire 3) UEC Compass.

1.4WP4 Innovation and Enterprise

WP4-D1 CORPORATE START-UP LAB

To be evaluated, assessed at 3rd Monitoring & Evaluation Report

Regarding compiled **feedback**, the content and development of the tasks that have been **so far** completed (within **WP4** scope) have been rated as **positive**, addressing relevant matters such as equity and diversity that helps to reach for more customers, increasing productivity profitability or enhancing the company's brands. A considerable number of webinars/online trainings (conducted by UCLAN and ADMU) have been implemented.

And, in terms of **recommendations towards the improvement of deliverables to be produced** include: A) Producing user friendly documents to enrich the innovation ecosystem B) Integrating the University-Enterprise Engagement Days in the institutional activities of the HEIs C) Concise and informative media such as infographic D) Delivering specific training courses and modules, based on significant issues raised within WP4 scope.

WP4-D2 UNIVERSITY ENTERPRISE ENGAGEMENT DAY

To be evaluated, assessed at 3rd Monitoring & Evaluation Report

WP4-D3 ONLINE TRAINING SESSIONS

To be evaluated, assessed at 3rd Monitoring & Evaluation Report

WP4-D4 PARTNER INSTITUTION STAFF MOBILITY

To be fully evaluated, assessed at 3rd Monitoring & Evaluation Report

SECRA Staff Mobility event will be held, at MiUN, on October 9th – 13th 2023.

1.5WP5 University Enterprise Collaboration Compass

WP5-D1 UEC COMPASS MODEL AND TOOL

To be fully evaluated, assessed at 3rd Monitoring & Evaluation Report

At the time of delivering this Report, main work in place has been to **conceptualize** the **UEC Compass** and to **develop** the **Compass Questionnaire** – core of the assessment in the Compass (as mentioned below). The Model is finalized, but needs to be revised according to the feedback received in the Naresuan (Thailand) Meeting, on February 2023.

On file, among others, the following relevant documents/content:

- **“UEC Compass in brief”** – Compass description, addressing the definition of a UEC Compass, Application Levels, Components [Self-Assessment, Survey], Dimensions [7] & Indicators [19] –Table-, Workflow and Conclusions.
- **“UEC Compass”** – Presentation, dealing, among other aspects, with Stakeholders Purposes, Dimensions, several Examples of Results (‘spidergram’), Workflow and Implementation.
- **“Collaboration Compass”** – Excel sheet, addressing Indicators, Questions and Answers [a scoring system of questions, loading different weights into indicators] for: Structure, QA, Initiatives, Integration, Activities, Institutional Support, Environment and Questions for Students. This tool, it is completed with Background and Self-Assessment of Working Life Linkages.
- **“(draft) Compass Questionnaire”** – A total of 97 questions, divided in 7 sections (Structural Measures; Quality Assurance; Initiatives; Integration; Activities; Institutional Support; Environmental Aspects).

Realistic expectations, about the **Compass**, from Project **partners**, **once is properly in place**, include: A) Regularly measuring the level of UEC activities, setting performance targets; with cross analysis and trend analysis, by each partner institution and unit-s, reviewing said activities, based on indexes B) A very good tool to maintain the level of degree programs, where all stakeholders are to benefit from it C) Good concept and with valuable sharing of expertise; but with doubts about its sustainability D) Easy to



use, that must have step-by-step instructions and a model that should fit for all countries (not only for the three in this Project) E) UEC Compass, to become a really useful tool, for institutes, to understand the level of degree programs, towards continuous improvement (of institutes and institutions) F) More user friendly and more description of terminology G) Some challenges may appear when rolling out the Compass in particular contexts, for instance, due to the used terminology -to be revised at each country and a proper translation of the tool to local languages- or the length of the questionnaire H) Even in the future and outside of SECRA Project's timeline, integrating the Compass into strategic planning processes I) Appropriate tool for self-analysis.

WP5-D2 ON-SITE AND ONLINE TRAINING SESSIONS

To be fully evaluated, assessed at 3rd Monitoring & Evaluation Report

At the time of delivering this Report, on file, presentation of the held workshop (WP5 UEC Compass) during the known Naresuan Meeting (February 2023).

WP5-D3 SENSITIZATION PROGRAMME

To be evaluated, assessed at 3rd Monitoring & Evaluation Report

1.6 WP6 Dissemination and Exploitation

WP6-D1 DISSEMINATION AND EXPLOITATION STRATEGY

To be fully evaluated, assessed at 3rd Monitoring & Evaluation Report

Dissemination and Exploitation Plan, delivered on October 2021 – Besides addressing its aims, the structure of the Plan and the communication and exploitation, a comprehensive Table compiles dissemination/exploitable results and potential corresponding actions per WP and Task-s.

As well, two Templates are included in the Plan: 1) Planned dissemination and exploitation actions - List of dissemination action type, Description of specific dissemination actions, Target Groups, Expected dates and Measurable indicators 2) Dissemination actions table (to be updated during each Steering Committee Meeting) - Institution, Description (Resource-s, person in charge, place, date), Dissemination



Content, Target Group, Mechanism-s to reach Target Group, Number of participants, Date.

Examples of **digital dissemination**: <https://www.mcl.edu.ph/mcl-joins-eu-funded-project-for-resilience-in-asia/>

<https://www.agro.cmu.ac.th/agro60/en/secra.php>

<https://www.sjp.ac.lk/news/usi-partner-in-project-funded-by-the-european-commission/>

<https://www.sjp.ac.lk/event/secra-strengthening-university-enterprise-collaboration-for-resilient-communities-in-asia-project-colombo-symposium/>

https://ansci.agri.ruh.ac.lk/?department_news=bri-secra-project

<https://www.nu.ac.th/?p=33160>

A relevant dissemination action/event, for SECRA Project, was the **ICSEM2021** <http://icsecm.org/> 12th International Conference on Structural Engineering and Construction Management; a special session was dedicated to SECRA at the Kandy Conference, on December 21st 2021 <https://drrcollab.org/icsecm-2021-kandy-conference/>

In terms of gathered **feedback** (from **Project partners**, at *1st External Evaluation Report*), **Internal Target Groups** (within the institutions) are: community partners, faculty, researchers and research support staff, students, administrators, offices providing university-enterprise-related facilities and support services (e.g. assisting with student internships, student/faculty mobility, incubators,) .

Dissemination actions for these Groups, include: creating a policy, to determine specific measures on establishing DRRM mitigation strategies, targeted meetings with relevant offices, use of social media (web articles), bulletin articles, hosting events (open to the public), faculty/HEI website, Research conferences, Project awareness meetings/sessions with academics and administration staff, Interview via questionnaire, improving existing incubator, e-newsletter.

As per **External Target Groups** [community partners, partners in industry, government,



NGOs/civil society, other universities], **Dissemination actions** -for these Groups-, include: collaboration with Project country reports, promoting its results at a Conference –to be held-, use of social media (web articles), bulletin articles, hosting events (open to the public), faculty website, Research conferences, Interview via questionnaire, Newsletters, i.e. UoR Jointly organizing the ‘Special session on Strengthening University Enterprise Collaborations for Resilient Community “SECRA”’. - The Kandy conference (ICSECM (2021) – held on 18/12/2021-, Journal papers, workshops with international Project partners, e.g. HUD - several keynote speeches, delivered by the representatives (SECRA related).

Project partners consider that, the **Consortium**, is, **overall implementing proper dissemination actions**.

Suggestions, in place, **for improving social media usage**, stakeholder environments or course module-s development targeting all potential stakeholders within the UEC and DRR ecosystem. Also, elevating talks and discussions -about UEC- at local and national level-s, for instance, via policy advocacy. As well, increase the use of Facebook page-s.

The **Naresuan Project Meeting** (February 2023, in Thailand) has been considered as **clearly positive** and effective, not only in terms of dissemination and awareness raising but as in teambuilding (since it was the first time where, Project’s partners, were able to meet physically).

As per **recommendations towards future improvement of events to be held:** A) Conducting meetings in a hybrid mode, at least in selected sessions, to enable a wider stakeholder community to join B) Involving more industry partners -mentioned by various respondents- C) More budget allowance for the organizer D) Making beforehand proper material i.e. booklet of the event E) Allowing more time for activities such as some workshops F) Thorough updating on the Project’s developments by the WP leads G) Higher number of press releases, as well for effective dissemination of recommendations and results of SECRA Project as a whole.

WP6-D2 WEBSITE AND ONLINE PRESENCE

To be fully evaluated, assessed at 3rd Monitoring & Evaluation Report



Project website: <https://drrcollab.org/> ; relevance of keeping the website updated with news of activities/events and uploading deliverables (if agreed by Consortium). A section was added to show Project's progress and activity-ies.

Twitter: <https://twitter.com/drrcollab> ; always important to keep it updated in terms of content and with a relevant number of followers.

WP6-D3 QUARTERLY NEWSLETTER

To be fully evaluated, assessed at 3rd Monitoring & Evaluation Report

Uploaded in the website, 4 **Newsletters** (first one) issued in September 2021, as a 4 pages detailed introduction to SECRA Project; second one and third one, were issued on September 2022 (addressing, among other matters, the SECRA Colombo Symposium), while, fourth one, dealt with ICSBE 2022, Knowledge Vine and the MCL Webinar Series.

WP6-D4 PRESS-RELEASES

To be fully evaluated, assessed at 3rd Monitoring & Evaluation Report

On file, **three press releases**, issued by MIUN (2020), USJ (2021) and MCL (2021); press releases are disseminated by Project partner HEIs, via their regular channels.

WP6-D5 PROMOTIONAL MATERIAL

To be fully evaluated, assessed at 3rd Monitoring & Evaluation Report

On file, several **templates** and **logos**. And, as per promotional material in the three local languages, still needs to be known if it has been translated/produced yet.

WP6-D6 ARTICLES IN LOCAL TRADE PUBLICATION

To be fully evaluated, assessed at 3rd Monitoring & Evaluation Report

So far, at the time of delivering the 2nd M&E Report, **no articles** have been found compiled. As it was confirmed by MIUN, these articles are planned to be published –



mainly- for advertising/disseminating the **on-site events**; and, said events, had to be **postponed** due to COVID-19.

SECRA Publication Strategy, produced, addressing guidelines regarding data access, authorship guidelines, criteria for journal selection, standard language for a disclaimer, and a mechanism for optimizing publication initiatives.

On file, as well, a comprehensive **Disseminations Table**, with information about **events** already **held** –description, content, target group, mechanisms to reach target group, number of participants and date-. It is always relevant to regularly remind Consortium members to submit any produced dissemination activities, to feed into said Table.

WP6-D7 SUSTAINABILITY AND CONTINUITY PLAN

To be fully evaluated, assessed at 3rd Monitoring & Evaluation Report

A draft Table of Contents (for the Sustainability Plan) has been delivered; MiUN acknowledges the need to dedicate some session-s for addressing the final document (and sustainability/legacy matters) before the end of SECRA Project.

WP6-D8 FINAL EVENT

To be evaluated, assessed at 3rd Monitoring & Evaluation Report

1.7WP7 Quality Assurance

WP7-D1 QUALITY ASSURANCE PLAN

Quality Control and Assurance Plan – delivered by TTU. Table 1, summarizes requirements/standards/guidelines for the types of SECRA Project’s deliverables. Table 2, compiles verifiable quality indicators (quantitative and qualitative) and means of verification (agreed by Project partners) for all Project’s Tasks.

Risk Analysis and Management Plan – It is a risk assessment document, approved by the Steering Committee and to be regularly updated by MIUN and MSU.



The first Table addresses assumptions and risks related to the six specific Project objectives, and risks related to the outcomes, outputs and activities.

The Plan also includes a Risk Evaluation section, with a probability of the risks happening and their consequences; risks are given a score (for probability / consequence), multiplied to obtain a risk value. Scoring (color coding, 3) with a risk matrix, representing the outcome of the said risk evaluation.

Last, but not least, the Mitigation and Management of Risks, with the course of action towards mitigating the identified risks and management planning of occurred risks.

MIUN –Project Coordinator- confirms that, the **Steering Committee, acts as Quality Board**, with –regular meetings- as recurrent checkpoints.

Quality processes and measures implemented, so far, have been **positively rated** by Project **partners** – For instance, feedback is gathered after every meeting for quality assurance purposes (reflecting both, on the performance of the partners and the quality of the material).

In terms of **suggestions** -at the 1st M&E Report-, it was mentioned to generate articles/papers, peer-reviewed and published, since it would strengthen the quality assurance in the deliverables. And -at the 2nd M&E Report-, it was suggested to implement feedback analysis.

WP7-D2 ONGOING EVALUATION REPORTS

To be fully evaluated, assessed at 3rd Monitoring & Evaluation Report. For evaluation purposes, refer to below Deliverable.

WP7-D3 ANNUAL SELF-ASSESSMENT REVIEW

To be fully evaluated, assessed at 3rd Monitoring & Evaluation Report. Linked with WP7-D2.

Within Task 7.4 (Conducting annual review), a comprehensive report (.pdf, 56 pages) has been produced by TTU “**WP 7 Quality Control and Assurance Year 2 Report**”, with



following main **content/structure**: A) Methodology B) Findings and Responses [Annual Self Evaluation Exercise; Annual Progress Evaluation of Work Packages; Evaluations of Consortium Meetings -March 2022, February 2023 and Comparison of Consortium Meeting Evaluations-; Steering Committee Meeting Evaluations - February 2021, June 2021, October 2021, March 2022, September 2022, February 2023 and Comparison of Steering Committee Meeting Evaluations] C) Summary and Priority Areas of Improvement - Conclusions and Recommendations D) Appendix: 1st & 2nd M & E Report Questionnaire; Generic meeting participant evaluation form; Work Package progress tables (WP1-WP8).

And, WP7-D3, also refers to the three **M&E Reports** to be produced; **first** and **second one**, already **delivered**. The self-assessment is, as well, part of this Report.

1.8WP8 Project Management

WP8-D1 CONSOLIDATED WORK PLAN

GANTT Chart, in place, being used regularly at Management Meetings and at Steering Committee Meetings.

In terms of Project Management, no major deviations have been reported and, MIUN, does confirm that continuous internal meetings are held.

Compiled **feedback from** Project **partners**, indicate that –SECRA **Project**- is being **properly managed by MIUN**. Some mentioned aspects, include: decision-making involving all partners, significant information being regularly, and timely, provided or a very target oriented and flexible approach in terms of management.

Regarding **COVID-19** effects (WP1, for instance, or switching into a virtual ‘mode’ for meetings/activities) on the Project were **properly, timely and effectively, addressed** – overall, and given the uneasy circumstances and unwanted/unavoidable delays, there is a general agreement (by Project partners) about it.

Rating of **WP leaders’ performance**, considered as **positive**, with the **suggestions** to achieve a higher degree of coordination and communication among WP leaders and to clarify the responsibility of the management team and the WP8 leader to support workshop activities.



WP8-D2 RISK AND CONTINUITY PLAN

Evaluated, Risk Assessment and Management Plan, at WP7-D1

WP8-D3 KICK-OFF MEETING

Held online, on February 2nd - 4th 2021; on file, evidences: program with agenda, keynotes and WPs/tasks, presentations, complete report (including screenshots, participants lists –close to 30 or more than 30, 2 days- Minutes or strands/questions emerging from this Meeting).

<https://drrcollab.org/project-kickoff-meeting/>

In terms of **Quality**, Feedback survey-s (Evaluation of the Meeting), with 19 replies and questions regarding aspects of the Meeting (internet connection, participants being actively involved, time management, purpose and objectives being clear, suitability of meeting format, satisfaction with taken decisions, ...) were, overall, positively rated (majority of ratings were “agree” and “strongly agree”). Suggestions were also compiled.

The above-mentioned feedback/results, was reviewed at the Project Meeting that took place on October 18th 2021.

WP8-D4 MANAGEMENT MEETINGS MINUTES

To be fully evaluated, assessed at 3rd Monitoring & Evaluation Report

Project Meetings delivered, so far: A) Kick-Off-Meeting B) Project Meeting on October 18th 2021 –this was an extra meeting, online, since the 2nd Project Meeting [November 2021, Sri Lanka] was postponed due to COVID-19 restrictions-. Said October 2021 Meeting’s main goal was to review WP1 results C) Project Meeting, during Naresuan Event (Thailand, February 2023).

Regarding **Steering Committee Meetings**: 1) February 4th 2021 2) June 10th 2021 3) October 18th 2021 4) March 18th 2022 5) September 22nd 2022 6) February 9th 2023; with corresponding Minutes, on file. An extra meeting, took place –September 15th 2021-, for deciding on the postponement/format of the latter Project Meeting.



WP8-D5 INTERIM REPORTS

To be fully evaluated, assessed at 3rd Monitoring & Evaluation Report

On file, Interim Report 1 (delivered on July 2021) and **Interim Report 2** (delivered on July 2021).

WP8-D6 FINAL REPORT

To be evaluated, assessed at 3rd Monitoring & Evaluation Report



2. CONCLUSIONS & RECOMMENDATIONS

2.1 General Aspects

- SECRA **Project** is, considering the evaluated period, **progressing adequately**
- **Good collaboration between Project Partners**
- **Efficient implementation**
- **Project Management** – perceived as **effective** and with **good ratings** from Project partners.
- **WP1, finalized; positive ratings, some recommendations** compiled
- **WP2, work in progress** stage; relevant output, **UEC Relational Framework. Policy Briefs**, start to progress. **Positive consideration**, some **recommendations** in place.
- **WP3, Online Platform** as a relevant output; **positive ratings** with **recommendations** by partners.
- **WP4, UCLAN, updating content** and list of deliverables
- **WP5, Compass model** is **done**, needs to be revised according to feedback gathered at Naresuan Meeting. **Realistic expectations**, compiled.
- Own perception and **rating** from SECRA Project partners, of **dissemination** activities is **positive**. Still, dissemination should be fostered.
- In terms of **quality measures** and processes, **same as above**
- Extension granted until 14/7/2024, no additional funding
- **More webinars than foreseen**, arranged **by** the **Philippine** and **Sri Lankan** partners.
- **Public authorities, involved in several ways** related to Project implementation; e.g. via data collection activities, serving as speakers in several events or participating in roundtable activities. Relevance in terms of policy sustainability, among other aspects.



- **Collaboration between Project partners –**

- **Roles and goals of the partnership** among SECRA Project members, **clear and defined**.
- **Trust, among SECRA Project partners, in place**, contributing to the achievement of the Project's deliverables.
- SECRA Project **partners are, overall, committed to their tasks/roles** and to the Project results and with an **active** participation.
- As well, **decision-making system has been, so far and overall, considered as transparent**, involving all Project partners.
- In terms of, **Associated Partners**, providing valuable input to the Project and being actively involved – the vast majority of Project partners do agree with the diagnosis. One good practice was mentioned by ADMU, with -ICLEI Philippines- providing a resource person for a co-hosted event <https://www.ateneo.edu/events/2022/04/20/ridge-reef-climate-stories-philippines>

In any case, wider awareness about their role in the Project is recommended by the External Evaluator, since – the list in the Proposal of said partners is quite extensive-.

- **Challenges towards full development of SECRA Project at local Project partner HEIs –**

- Inflexibilities in university administration and policies
- Changing government regulations from time to time
- Distance maintained by universities and enterprises/private sector
- Policy and administrative challenges or resistance to change by top management.
- Lack of innovation ecosystem in the country (Sri Lanka) to properly involve the triple helix.



- Achieving finetuning of, school education, with the industry collaboration
- Strengthening of institutional mechanisms and policy advocacy, towards securing the commitment of faculty members -to undertake research projects- as a key component in creating innovative solutions.
- Enhancing the concept of UEC for DR, for its implementation at faculty/university level, along with bringing new ideas -of UEC in DR context- to enterprises and university.
- Better adaptation of tools to the local context, as well as, internally, generating more buy-in from the several departments at the HEIs.
- Stakeholder engagement along with identifying the key stakeholders and feasible platforms, to share Project's findings, results and recommendations.
- Internal research ethics protocols that could apply to some of the Project's activities.
- Budget management (i.e. SECRA allocated fees mostly for human resources) and budget challenges for UEC programmes.
- **Important challenges** so to **widening the impact and reach** of **SECRA** Project to other **(none partner) HEIs/organizations/stakeholders and/or** at **local/regional/national level:**
 - Addressing the economic crisis
 - Political instability along with regular changes in policy concerns
 - Challenge-s posed by the funding allocation due to devaluation and inflation (Sri Lanka).
 - Policy reformulation-s and its implementation
 - Policy advocacy, starting with the agencies' mandates (Philippines). Understanding, and integrating, the importance of GAD (Gender and Development) issues in DRR and how -LGUs and private sector- align their activities and actions with those in the mentioned mandates (i.e. Magna



Carta of Women or the Convention on the Elimination and Discrimination and Violence against Women – CEDAW-).

- Lack of opportunities to meet with other local institutions and stakeholders
 - Making, the design of disseminating platforms and materials based on project's findings and discussions, valuable and well-functioning for all stakeholders at all levels.
 - Knowledge transfer and keep on working together (networking)
 - Making instruments and tools more flexible, so to accommodate all the different contexts.
 - Workload of SECRA team members
 - Awareness raising among local, national and regional institutions is going to be challenging.
 - Seeking strong political support at all levels
- **Objectives** and **activities** of the Project were **considered realistic** by Project partners; as well, rated as **very specific** and clearly communicated, along with -identified barriers and enablers, in WPs- are to reach its objectives and to achieve realistic results.

Main Project's objectives and activities, have been **generated from the clear understanding of the problems of UEC collaboration**, particular to climate change and DR, between universities and enterprises in the three countries.

- As well, **activities** were rated as **relevant** to the **needs** of the **target groups** of SECRA Project.

HEIs will benefit from **capacity development**, enterprises will benefit from **collaborative work**, and -the combined effect- will contribute to build a resilient community.

SECRA, aims to strengthen -or initiate- UEC among its partner countries which need to strengthen their resilience. And, through **strengthening** the **UECs**, it



does fulfil a valuable gap within the said three countries.

- **Main strengths of SECRA**, cited by Project partners, include:
 - Collaboration, among universities -locally and globally-.
 - Data from 3 different countries (and 3 different universities) made it valid and conclusive.
 - Available expertise/know-how through its Consortium, experience and resourcefulness.
 - Diversity among Project partners
 - Financial strength and support
 - Initiative
 - Wider understanding of the UEC towards stakeholders, getting the Project's objectives refined with the industrial collaboration.
 - Efficient leadership and partnership
 - Wide audience
 - Interdisciplinarity
 - Involvement of experts, who understand UEC problems, particular to Climate Change and DR, and the need to overcome these problems.
 - Project's objectives
- **SECRA Project, perceived as different from other initiatives –**
 - Focus on collaborating for DRRM
 - Broader scope of “enterprises” and its focus on “resilience”
 - Focused on university and enterprise relationship
 - Project theme, Disaster Resilience (DR), is of timely importance, relevant and impactful.



- Wide collaboration
 - More direct towards industry collaboration
 - Having 13 diverse partners
 - Promoting University-Enterprise Collaboration, through policy impact and building trustworthiness among government, HEIs and private sector to build healthy PPP.
 - Project's objectives
 - Promotion of gender equity and diversity in the UEC collaboration
 - Contribution towards resilient communities through increasing the capacity of HEIs to initiate, manage, maintain, and benefit from UEC.
 - Providing a framework of structured collaboration promoting understanding between people; and, further contribution to the sustainable development of HE, mostly through enhanced cooperation between academic communities and societal partners.
- **National initiatives** -fostered by the Authorities- **in the target field of SECRA**, in the **participating countries** – for instance, HUD, cited: a UEC, initiated between Dialogue Axiata PLC and the UoR and the University of Moratuwa (2018, Sri Lanka); UEC, between the Ministry of Primary Industries and Social Empowerment (PI&SE), in 2016, with UoR, as a modernisation program in the cinnamon agricultural sector; or, the Faculty of Agro-Industry at Chang Mai University –Thailand-, has had collaborations with local and national enterprises.

Some others: in Thailand, research funding agencies (such as NIA, STI), provide special track of the research funding for the collaboration research project.

Or, in Philippines, there are initiatives related to supporting academe-industry partnerships and innovation: Dept. of Science and Technology CRADLE <https://s4cp.dost.gov.ph/programs/cradle/>



- **Overall rating/assessment of the Project, [Addressed at 1st External Evaluation Report] relevant for qualitative analysis, for issues such as: serving its purpose, if institutions involved are performing well so far, policy support, ownership by beneficiaries, use of appropriate technology, gender equality, consistency of activities with objectives of the project, SECRA meeting its specific objectives and/or future transferability of Project results.**
 - SECRA Project, **serving its purpose**, receiving full policy support. And, **activities** are **consistent** and with Project goals. Project's results, would be transferable and, SECRA, is already meeting some of its specific objectives.
 - Project did **run smoothly**, despite **COVID-19 effects**
 - *Addressed at 2nd External Evaluation Report:*
 - So far, the **Project, meet its target, aligned** with its **purpose** and **objectives** -a shared view by several Project partners-; as well, it is maintaining its consistency in all processes and procedures, with transparent decisions/actions and a participative approach.
 - **Technology** for developing learning management system, and Compass tool, is considered as **appropriate**.
 - **Gender equity** – Project partners, **concerned** about the matter, **seeking more opportunities** for female participation.
 - The **Consortium** have **shared** their **local experiences** to achieve common goals.
 - **Moodle** and **Compass**, for instance, considered as **very practicable for UE collaboration**, through partner knowledge sharing and cooperation.
 - SECRA, has made **use** of **different activities** and **events** (such as webinars, research undertakings, community involvement, face-to-face meetings), in order **to meet** the set SECRA **objectives**. And, this component, should be particularly strengthened with the external partners -LGUs, private sector), where, for instance, gender and development are still being introduced; it is



confirmed the need to integrate the gender dimensions of DRR.

- As a **good practice** (ADMU, Philippines), **few national agencies** (i.e. UPRI, ADSWD) **have been tapped**, precisely, to share their best practices on responding to crisis and disaster situations that are anchored on their mandates.
- Another **good practice** was mentioned by **CMU** (Thailand), **working with Thai policy makers and DRR related organizations**; plans are in place for further engagement to address policy development.
- SECRA is **building capacities of local Project partners** such as new tools or social science, allowing for a strengthened network at national level.
- Also, SECRA, provides a **conscious effort to collaborate for resilience; disaster resilience should be inclusive**, not a lesser matter.
- As per **satisfaction** with the **overall progress** of SECRA Project – ‘satisfactory’ (with some ‘very satisfactory’) rating-s, according to Project partners.
- In terms of **matters to be improved** until now [*Addressed at 1st External Evaluation Report*] and what **changes** may **positively affect** this initiative:
 - Financial operations; clarifying financial regulation-s, and allowing an alternative budget as well as an adjusting plan - related to the COVID-19 situation-. Overall, being flexible in terms of amendments to the budget.
 - Developing the outcomes in peer-reviewed journal articles, with all the Project partner HEIs as authors.
 - Once possible, going back to a face-to-face scenario for activities and events.
 - Build up background for formulation of additional projects with international collaboration.
 - *Addressed at 2nd External Evaluation Report:*
 - Foster face-to-face meetings, that, among other aspects, are beneficial for



- clarifying implementation tasks, status updating and so on (shared by several partners).
- A higher degree of sensitivity to local cultural nuances, finding ways to adapt (i.e. processes, tools, jargon, ...), as necessary to enhance uptake and impact of the Project.
 - Achieving a stronger connection of UEC to the goal of resilience (e.g. making explicit, in the Compass, how resilience comes in with the design and use of the tool).
- Regarding **additional suggestions and comments**, compiled ones include:
 - Encouraging an active involvement in the quality assurance team with measurable performance indicators.
 - Engaging with new proposals to continue the SECRA objectives with more stakeholder institutions.
 - Budget allocation to be relevant to the workload
 - Achieving network's sustainability
 - At each onsite country meeting, targeting events to a larger community of the HEI, so more staff, students, partners become involved with SECRA and the other experts in the network.
 - As per the **possibilities** (or already existing) of **synergies with similar projects, related with SECRA Project main topic-s** – Some Project partners do agree with those possibilities; the ones mentioned: a) network Thailand Disaster was mentioned <https://www.facebook.com/tndrtdpf> b) Match with other projects in the field of DR and the UEC collaboration c) Potential synergies with government-supported initiatives relating to academia-industry partnerships.
 - **Awareness** of any other **EU funded project** or **similar initiatives** within this **field** – following ones were cited, with several Project partners not being aware of similar Projects:
 - **CABARET** <https://cabaret.buildresilience.org/>



- **ASCENT** <https://news-archive.hud.ac.uk/news/2016/march/launchinganeweprojectaimstoreduceimpactofdisasters.php>
- **BECK** <http://beck-erasmus.com/>
- **BRITAE** <https://www.britae.lk/>
- **CCA-DRR** - Research Training Network on Tackling Climate change as an underlying Disaster Risk Driver.

2.2 Institutional perspective

- **Positive changes / added value, due to SECRA, perceived within the institutions –**
 - I.e. PNU, having an international program for DRRM
 - Data, and outputs, from WP1
 - Institutional level efforts for the ultimate betterment of the country-ies and its people while developing human capital at the university.
 - International collaboration
 - Supporting and strengthening the existing incubator and the external relations office.
 - Inter-institute relationships, both within the country and foreign countries
 - Attitudinal changes of administrative staff, in collaborating with research programs, being exposed to international practices.
 - Better contacts with private sector/enterprises
 - Enhancing networking abilities
 - Clear understanding of the UEC problems, via the survey results



- Building of expertise network, focusing on the Climate Change and DR
- Sharing ideas of implementing UEC (both from partner and program countries), useful to be used as guidelines for proper UEC collaboration.
- **Main positive inputs** and contributions, from SECRA, until now [*Addressed at 1st External Evaluation Report*] –
 - Expertise
 - Capacity building
 - Financial resources
 - Prestige
 - Increased awareness on the lack of policies and regulations for UEC
 - New/useful contacts
 - Providing the opportunity to work with new and existing partners from different countries.
 - SECRA Project, supporting the necessary knowledge and resources for developing the successful model of UEC collaboration.

2.3 Individual perspective

- **Main results**, from a **personal aspect**, derived from the involvement in SECRA –
 - Collaborating and establishing linkages with national and ASEAN partners
 - Capacity building, sharpening skills
 - Progress in research and developing teaching careers
 - Recognition



- Networking
- Learning from new experiences
- Understanding the needs, of university staff, towards developing the UEC and the model of the UEC collaboration.

2.4 Sustainability, Impact, Efficiency

○ SUSTAINABILITY

- There is a **perception, at this stage**, among **Project partners**, that –**SECRA Project results** [*Addressed at 1st External Evaluation Report*] - **will be maintained after the ending of the EU funding**; cited were: A) Existing (i.e. ADMU) offices and mechanisms for academy - industry partnerships, that will integrate outcomes from SECRA B) Opportunity for collaboration with enterprises C) Policy dialogue D) Platform for UEC Communities of Practice E) Regularly monitoring and understanding the UEC landscape, indispensable to sustain long term studies F) Research knowledge/experience, through network analysis, methodologies/applications learnt, associations and dissemination G) International collaboration H) Knowledge transfer I) Incubator and awareness about the importance of UEC J) Developed website K) Staff and institutional relationships built through SECRA L) Activities linked to administrative collaboration, awareness building along with academic involvement (all this, should strengthen the systems to apply for future funds) M) Compass tool, that will build a platform for further development N) Forum-s/workshop-s of UEC application O) Collaboration –among Project partners- through co-research, co-curriculum development and/or mobility programs P) Online materials Q) Networks among members of the universities, industry and other stakeholders R) Future SECRA based publications.
- Regarding **Project results** that are **already considered as sustainable** -within the **participating institutions and context-s and/or at target group levels** - A) UEC are already part of the curriculum B) Existence of different units in HEIs,



to maintain UEC such as University Business Linkages Cells C) Number of research studies, started by staff and students, while, some research studies, were contributed by industry participants D) University startup culture, developed by introducing entrepreneurship facilities and programs E) Reports and publications (SECRA Project), available for any target group-s; publishing Project's outputs in reputed journals, increasing citations F) MCL – promising outlook of a potential partnership with the UP Resilience Institute (RI), the LGU and some private agencies G) CMU – Engagement Day, and similar events, connecting academia with private sector H) NU – NU Vision 'University for Entrepreneurial Society' https://www.nu.ac.th/?page_id=33208 , with the university policy concerns on UEC I) MSU – To apply learnt concepts and methods in courses, multidisciplinary research and academic service J) ADMU – Its AIPO, will continue to implement initiatives related to university-enterprise engagement and start-up labs; and, developed partnerships within SECRA scope, are expected to be sustained. ADMU John Gokongwei School of Management, is already implementing business accelerator programs and enterprise centers. And, the Ateneo Institute of Sustainability (AIS) houses a program on Climate and Disaster Resilience, building partnerships with the private sector, providing opportunities to carry forward learnings from SECRA K) UCLAN – Successful internal bid for research funding to explore experiences of EDI within UECs, under the Global Race Centre for Equality, that will result in work for an ECR along with the research output.

- **Issues** that need to be **taken into account**, regarding how **to ensure the resources to sustain Project results once no longer EU funding is in place** [*Addressed at 1st External Evaluation Report*]: A) For existing offices/centers, since some budget allocation is in place, it is easier –if needed- to apply for other grant mechanisms B) Develop proposals for future projects, from local and international funding agency, or collaborate with public sector C) Updated database-s and events D) Strengthening the industry, inter-institute-s collaboration and allocation of resources from the institute-s E) Future collaboration, such as extensions to SECRA Project F) International collaboration; network among academia, most likely, the most effective tool



for knowledge transfer and experience-s sharing G) Capacity building actions
H) Local Project partner HEIs, to incorporate the necessary reoccurring needs within their current structures I) Publications and institutionalisation of the outputs.

- In terms of **recommendations/matters regarding overall future sustainability of SECRA Project, and its results** [*Addressed at 1st External Evaluation Report*]
 - A) Evaluate the set-up/mechanisms, at each local Project partner university, enabling the conduct of UECs; confirming there is a policy and layout already in place, ensures sustainability B) Further networking and collaboration between Project partners (i.e. conferences/symposiums, research collaborations, applying learnt experiences to other future projects,...) C) Developing the industry setup to cater UEC in the future D) To set up a SECRA network, as an international platform, focusing on all activities concerning UEC E) Compile ideas about sustainability from Thailand and Sri Lanka’s network-s of academia focusing on DRR F) Submit a proposal for mobility project to the EC, based on SECRA network G) 2nd phase of SECRA Project, evaluating the outcome of the Project, redesign and conceptualising its initial framework, towards further improvement.

- **Updated recommendations and matters regarding the overall future sustainability, of SECRA Project and its results**, mentioned were: A) Promoting UEC, via setting up a mechanism collaboration under the government direction (done by most of the local participating HEIS) B) Government policies on university-industry collaborations are aligned with Project results and objectives and, if not in place, universities’ administrations need to implement the necessary adjustments C) Continue future further sustainability through SECRA website, Moodle platform -i.e. promoting its incorporation with the Moodle of each HEI- and IPO website (UoR) D) HEIs should be able to integrate UEC in its internal policies (either via part of a memorandum or an IRR) E) Further internal enhancement of DRR technologies and innovation, within academia F) Submitting findings to academic journals G) Annual Engagement Day for DRR H) Continuous project-s on related topic-s, e.g. same team applying to the next E+ Grant. Use of the Project’s information to plan for cited future projects, and policies I) Communicating, project’s findings and analysis,



to all stakeholders and external partners J) Further collaboration, and integration, work to maintain SECRA's results K) Potential development of a model for building community start-up, targeting resiliency; with focus on building resilience from the ground up, including training for community members, innovative solutions and strategies L) Establishment of a network of HEIs (SECRA partners and others) towards promoting DRRM principles in the region, sharing resources and knowledge, for a more coordinated and effective response to natural disasters M) Broadening beyond the initial scope of Project's partners, creating CoPs; for instance, this is being fostered via the creation of women's and ECR networks or through the use of Knowledge Vine -a collaborative tool- N) More focus on developing UECs within Asian HEIs O) New acquired knowledge and technologies, to be used in future collaborations P) Social media platforms and dissemination activities should appear to be self-sustained in the future

○ IMPACT

- **As one of the primary impacts, so far, it is foreseen a future strengthened University - Enterprise Collaboration for Resilient Communities in Philippines, Sri Lanka and Thailand [Addressed at 1st External Evaluation Report]** – mainly, due to: A) WP1 outcomes, have helped identified the gaps/barriers –and enablers- in UEC, particularly for the purpose of enhancing resilience, in order to develop the succeeding activities and outputs accordingly B) Due to SECRA, fresh institutionalized interactions are being built, along with uplifting any already existing collaborations with enterprise, and sustaining them in the long run for the progress of all stakeholders towards resilient communities C) Importance of collecting data, workshops and meetings. And, all local Project partners are in academia, thus, adapting this concept for Resilient Communities in the future D) Knowledge (universities) and financial resources/capabilities (enterprise-s/private sector), as the two major factors to determine the success of implementation.



- **In terms of, SECRA Project, impacting (or its expected future impact) a variety of entities and individuals and –in general- all stakeholders, engaged in addressing SECRA related topics** [*Addressed at 1st External Evaluation Report*]

 - A) Great potential to engage, and impact, a variety of stakeholders, due to the broad definition of “enterprise” (industry and other sectors as well)
 - B) Opportunities for, universities, conducting Research with partners, delivering workshops, and working with local enterprises and public sector-s
 - C) Combined outcome (of students exploring opportunities and, private sector, meeting diverse prospective individuals), is to facilitate the much needed exchange/HEIs universities and enterprises, which will eventually contribute to enhance community resilience
 - D) Best practices and lessons learnt from Project partners and collaboration
 - E) Positive engagement of Project partners and, stakeholders, contributing with innovative ideas -to improve HEIs-, to incorporate innovative models (i.e. Triple, Quadruple Helix)
 - F) Creating the idea of setting up UEC, considering the Compass and functions
 - G) Potential future collaboration between enterprises (engaged via the literature review process) and HEIs
 - H) Impact, as well, from capacity building actions.

- **Perception of, SECRA, at regional level, overall, highlighting the capacities of HEIs, when referring to University – Enterprise Collaboration** [*Addressed at 1st External Evaluation Report*] – This diagnosis is **confirmed by Project partners**, with below examples as confirmation:

 - Via the collaborative analysis (country reports, landscape), learning is in place about the communities of practice and best practices, and this will be expanded regionally.
 - Project’s reach is for wider audience than expected
 - Regional-level institutes are working together, creating a broader understanding and a potential future improvement in the UECs.
 - SECRA Project, clearly states the relevance of enhancing, HEIs’ capacities, on UEC.



- **Impact -of SECRA Project- already on partner institutions and/or target groups, has been rated as good and positive, creating said impact on academia, students and administrators.** And, the involvement of EU partners has enhanced the overall impact, with the promotion of new knowledge and technologies such as Knowledge Vine, Moodle or Policy Brief development.

Specific examples of such impact, include:

- USJ

- ✓ Workshop in March 2022, with 150 academics, 8 students, 10 administrative officers from the HEI and 25 industry participants.
- ✓ As well, 3 academics plus 1 administrative officer enhanced their capacities via participating in a SECRA workshop, held in Thailand (February 2023).
- ✓ 50 academics participated in a experience sharing session, on SECRA Project, held on July 2022.
- ✓ Dialog Axiata Plc, collaborated with USJ, making 20 videos for promoting entrepreneurial culture, ready to be published on <https://diriya.lk/about/>
- ✓ Presentation of 1 extended abstract at the Conference organized by UoP, on UeC.
- ✓ Country Report, to be published soon

- UoR

- ✓ Workshop at UoR, with 30 academics and 44 industry partners; mutual understanding and integration of both target groups, with 2 brainstorming sessions (i.e. HE to produce a well conversant industry workforce through applied research in collaboration with private sector, improve future employability or developing entrepreneurship and professional networks in/for students).



- MCL
 - ✓ Focusing efforts on UEC, partnerships in research undertakings or planning and implementing corporate start-up labs.
 - ✓ Greater awareness among students, faculty and staff members due to webinars and partnerships with national/local agencies regarding DRRM.
 - ✓ Disseminating information on UEC (purpose, components, relevance); external stakeholders/target groups have shown support to the objectives of UEC, with the intent on formalizing partnerships with SECRA MCL.
- UoP
 - ✓ Special sessions held at the Kandy Conference (December 2021, December 2022) and University Research Session (March 2022), with positive feedback in terms of SECRA.
- NU
 - ✓ Awareness -of UEC on DRR- at faculty and university levels; also recognized at the administrative level, that is to implement the corresponding policy.
- MSU
 - ✓ Learning new methods in DRR, via SECRA workshops
- ADMU
 - ✓ Partly due to SECRA, the Ateneo Intellectual Property Office (AIPO) decided to have Sustainability as its banner program, thus, incubation is now prioritizing start-ups with technologies providing solutions related to sustainability (aligned with SDG 13, 3 and 9).
 - ✓ SECRA team's events, have reached out a relevant number of



students, university staff, members of government offices, researchers and start-ups/enterprises; e.g Webinar (April – May 2022) on experiences and insights on collaborations with enterprises, reached, at least, 60 individuals or, a November 2022 University-Enterprise Engagement Day, with a total audience of at least (hybrid mode).

- PNU

- ✓ Strengthening of efforts for collaboration in resiliency
- ✓ Great contribution to institutional efforts towards internationalization.

- UCLAN

- ✓ Knowledge Vine platform utilised for collaborations
- ✓ Becoming familiar with challenges experienced when setting up UEC (local partners), solutions and transferable options.
- ✓ Strengthening ties with a local partner through staff training and knowledge exchange.

- TTU

- ✓ Usefulness of Compass tool, providing an insight for internal activities along with the opportunities for improvement.

○ **EFFICIENCY**

- It is **confirmed** and agreed that, SECRA **Project**, it is being **delivered, overall, in a cost-efficient manner**, despite, for instance, some challenges such as inflation, money devaluation or some political constraints, in Sri Lanka. As compiled suggestions: a) allowing some more flexibility in the use of unused funds, particularly for the teams sponsoring the meetings b) wider flexibility,



taking into consideration the cultural aspect and country context and limitation
c) higher degree of clarification regarding subcontracting allowable charges.

- The **vast majority** of **activities** have been, **overall, considered** as **timely produced**; but, **COVID-19, caused setback**, and **challenges**, in **certain activities**. As well, some internal re-arrangements and priorities have resulted in some delay-s and challenges in certain activities.

2.5 Recommendations / Considerations for the Consortium

- ⦿ Producing **feedback surveys** at remaining events, activities, a key tool for the qualitative side of analysis.
- ⦿ **Benchmarking with Indicators**, and other requirements, from Proposal (Quality, LFM, ...) for all pending deliverables, as well as peer review for relevant documents; of course, meeting set quality standards within Project's framework.
- ⦿ Keep all **social media regularly updated** and not only in terms of News; also, with free access to key deliverables/documents (as long as there are not IP, copyright issues).

Foster dissemination actions, towards a higher degree of impact and awareness
- ⦿ For undelivered **events** (best option, on a **hybrid mode**), foster the highest and most **varied attendance** (including virtually).
- ⦿ **Sharing Good/Best Practices** with the rest of the Consortium
- ⦿ **'Policy factor'** – interaction with policymakers, assuring their proper and effective commitment.
- ⦿ **Timely** and **proper rendering of pending deliverables**, including all evidences of activities and events.



- ⦿ **Maximize engagement with Associated Partners**, so they can provide valuable input/feedback about Project deliverables/activities/outcomes as well as acting as ‘champions’ of SECRA Project.
- ⦿ Relevant, among other aspects, for sustainability purposes, to address and foster **engagement with several actors** within the ecosystem, such as Faculty members, administrative staff, policy makers, HEIs’ networks, other similar Projects, local/regional stakeholders, students, private sector, funding agencies, NGOs, Researchers.

GOOD PRACTICES TOWARDS SUSTAINABILITY

- ✦ *Take into account compiled feedback (above-mentioned) from Project partners, both, in what relates to results considered already sustainable and recommendations for future Sustainability, for feeding into Sustainability Plan. And, some of the below Good Practices, have already been addressed, above, within the General Recommendations.*
- ✦ **Human factor** – relevance of commitment, avoid high rotation of key staff
- ✦ **Commitment/action from top management** of Partner HEIs (e.g. funding, co funding, continuity of results, ...).
- ✦ **Proper follow up** after the end of EU funding, **of the Project** and its **main results** (indicators, GANTT Chart).
- ✦ **Comprehensive** and **detailed Sustainability Plan**, agreed upon Partners, **realistic**, within the time framework of the Project. **Some factors** to be considered while drafting the Plan, **include**: A) Commitment from all Project partners (mainly, local) to ensure sustainability of the Website, Platform for CoP, Compass and any other relevant output/outcome B) Splitting off the work into specific and small tasks, assigning responsibility on them to different partners,



according to their preferences/capacities C) Scheduling the partner's tasks in an Action Plan, highlighting partners' commitment to them D) Encouraging the participation of partners in all actions.

- ✦ **Assurance of the highest impact, multi level**
- ✦ **'Policy factor'** – interaction with policymakers, assuring their proper and effective commitment.
- ✦ Integration, and **interaction, with all relevant external stakeholders** within the ecosystem.
- ✦ Proper and **varied external funding sourcing** (other bodies, government at different levels, ...), via customized plan and/or integrated in the Sustainability Plan.
- ✦ Confirmation and **assurance of the participation of the private sector** (i.e. employability, feedback towards improvement of capacity building actions); a factor that tends to fall into oblivion in most projects –being a priority for the EC-
- ✦ **Dissemination**, dissemination, dissemination..., **'never enough'** approach, along with increased visibility and raised awareness.
- ✦ **Strict QC**, specially guaranteeing that, **deliverables**, could be **replicated** and/or **adapted**.
- ✦ Creating a **Network**, not only for Project Partners, that facilitates the joining of new members as well a proper interaction with other actors, projects, institutions, funding agencies ('Triple', 'Cuadruple' Helix etc). An **MoU**, should be signed (by all Project's partners and potential new members), before the end of SECRA Project; said MoU, could be discussed at a 'legacy' meeting and/or specific workshop, compiling activities, areas of topics and dissemination or distribution of networking among partners.



- ✦ **Project's results** must be **scalable** and **transferable**
- ✦ Achieving that, **Associated Partners, external stakeholders** become '**champions**' of the Project, its main results and topics/sub topics.
- ✦ Fostering as much as possible that, all **events** and **activities** are delivered in a **hybrid mode**, with live streaming (e.g. Youtube, FB live, ...).
- ✦ **Encouraging** the **internationalization** of Partner and Non Partner HEIs