



Collaborate for Resilience

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

3rd MONITORING & EVALUATION REPORT

December 15th 2021 – July 14th 2024'

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 were to ensure that, all tasks, were 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) was 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 3rd Monitoring & Evaluation Report analyses activities/outcomes/outputs for the period starting June 30th 2023 throughout July 14th 2024.



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.

As well, **2 additional SNA Reports** have been produced **by UCLAN**, being included in the 'WP1 Report', a comprehensive 65 pages document. And, as confirmed by MiUN, corresponding data in the SNA Report-s have been collected via interviews.

As it has been confirmed by MiUN, the **SNA snapshot report** has been subcontracted and it is to be delivered by mid-August 2024.

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).

As well, UCLAN -with the participation of several Project partners- has completed a **research paper** (Tucker et al, 2023), on file, a 55 pages document “Understanding



University Enterprise Collaboration for Disaster Resilience in South-East Asia”, for the Journal ‘International Journal of Disaster Resilience in the Built Environment’ <https://www.emerald.com/insight/content/doi/10.1108/IJDRBE-02-2023-0010/full/html> .

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.

1.2 WP2 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, needed 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. This document is the study leading to the above-mentioned illustration.



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 in place, regarding the UEC Relational Framework- was 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 led 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)

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 were addressed by the corresponding local Project partners and, EU partners.

Deliverable produced: 1) Sri Lanka, .pdf 19 pages -English, Sinhala, Tamil- ‘University Enterprise Collaboration for Economic Recovery and Resilience in Sri Lanka’ 2) Philippines, .pdf 9 pages ‘Enhancing University-Enterprise Collaboration Models Towards Synergizing Sectoral Efforts for Disaster Resilience in the Philippines’ 3) Thailand, .pdf 4 pages English version and 5 pages Thai version ‘Accelerating disaster risk reduction in Thailand - Supporting university engagement with enterprise’.

Main content/structure, of the documents: A) Sri Lanka [Economic crisis in Sri Lanka; Effective UECs; Strengthening UBL; Recommendations for strengthening UECs] B) Philippines [Objective; Models of UEC; Gaps in UEC Models; Proposed interventions; Concluding remarks, Recommendations; References] C) Thailand [Background; Potential benefits of increasing UECs in Thailand; Increasing UECs for DRR in Thailand; Recommendations].

**Recommendations:****→ Sri Lanka**

- Strengthening UBL Cells
- Improving R&D infrastructure facilities
- Promoting industry internships
- Encouraging industrial visits
- Inviting experts from the industry to engage in academic work
- Organizing University-Enterprise joint activities
- Encouraging academic and industry representation in both sectors
- Strengthening and encouraging academic members to engage in UECs
- Allowing universities to manage funds through UECs
- Offering incentives for UECs and developing R&D infrastructure

→ Philippines

- Data on DRRM and allied fields gathered by local government units (LGUs) and national government agencies (NGAs) should be made accessible to universities for research and assistance in policy crafting.
- Projects and research contributing to resilience and creating robust and sustainable systems should be incentivized by the relevant government agencies.
- UEC Partnerships should be leveraged to innovate corporate social responsibility (CSR) programs of the private sector to create shared value in the communities they operate in or with.
- The private sector should engage with university placement offices to craft internship opportunities that focus on business continuity (in the face of hazards) in all aspects of the organization.
- Performance and reward systems of universities should be reviewed to encourage and support long-term networking and relationship-building with enterprises.

**→ Thailand**

- Develop policies that encourage the business sector to invest in UEC on DRR, such as tax breaks for research and development expenses and other forms of financial support.
- Create regulatory frameworks that make it easier for businesses to collaborate with universities.
- Provide funding for university-enterprise collaboration (UEC) on disaster risk reduction (DRR).
- Encourage partnerships between universities, research institutions and business sectors to explore new technologies and techniques for disaster preparedness and response.
- Ensure political commitment and strategic mandate by clearly stating the responsibility to UEC on DRR.
- Promote innovative research in DRR through new and multidisciplinary approaches.
- Promote higher education programmes to link and integrate DRR, and develop trained practitioners and researchers.
- Link institutions and networks internally and to the relevant governments and regional intergovernmental organizations.

Assessment from the external evaluator:

- Sri Lanka** – Provided recommendations are clearly relevant for the SECRA context, aligning with the Project's objective to foster economic recovery and resilience through enhanced UECs. It effectively addresses recommendations via three axis such as Structural Enables (need for stronger UBL Cells and better R&D infrastructure directly supporting the enhancement of university-enterprise interactions and creating effective collaborative frameworks), Relationship Building (importance of creating robust networks and partnerships) and Work Integrated Learning (focus on practical, hands-on learning and knowledge exchange).



The accuracy of the Policy Brief is supported by recent studies and data, including inflation rates and economic conditions, which contextualize the urgency of implementing these recommendations. Additionally, the alignment with international best practices in UECs and the focus on both immediate and long-term measures reflects a deep understanding of the needs and challenges faced by Sri Lanka; as well, the recommendations provide actionable strategies for strengthening UECs.

- **Philippines** – The document targets HEIs and their enterprise partners, aiming to enhance UECs in the Philippines, for disaster resilience; it provides a comprehensive overview of current UEC models, identifies gaps, and proposes tailored interventions to strengthen these collaborations. This Policy Brief highlights the importance of systematic framing and long-term documentation of UECs in DRRM. It also calls for accountability from HEIs, the private sector, and government bodies to implement effective UECs for disaster resilience.

Its relevance derives from the targeting of the enhancement of UECs specifically for disaster resilience in the Philippines, a region prone to natural disasters; as well, by addressing the Triple Helix model.

And the compiled recommendations are practical and actionable, tailored to the specific needs and gaps identified in the current UEC models.

- **Thailand** – The background provided accurately portrays Thailand's susceptibility to natural disasters and the consequent economic and societal disruptions, setting a strong foundation for understanding the need for DRR and the role of UEC.

The recommendations for policy development, regulatory frameworks, funding, and partnerships between universities and enterprises are well-grounded in the context of promoting DRR, being relevant for fostering innovation and practical solutions to disaster preparedness and response.

The findings are based on comprehensive surveys, ensuring the recommendations are tailored to the specific barriers and enablers of UEC in Thailand.

And, the Policy Brief, effectively underlines the importance, and benefits, of UEC in enhancing disaster resilience in Thailand, providing accurate, context-specific recommendations and empirical evidence.

Compiled **feedback** show that, Policy Briefs, are perceived as **effectively presenting the results of the UEC Relational Framework** and their **usefulness** towards **convincing decision makers regarding UEC** and their contribution to resilient communities. **Increased awareness and recognition** of the relevance of UECs are also confirmed along with the general agreement on that, the presented **UEC models, provided innovative solutions** on how to proceed with the efforts on DR.

WP2 - D3 ONLINE AND ON-SITE WORKSHOPS

On file, all the material used for the Online and Onsite common training; said material - as confirmed by MiUN- was used, as mentioned, for the Onsite training-s and uploaded for Online use, sometimes via a synchronous seminar, while, other times, for asynchronous use.

Below, the **9 sets of materials**:

- “Research relevance and interest beyond a community of scholars : How can we achieve this?”, by HUD, at the Kick-Off-Meeting (February 2021).
- “Role of academia and universities in strengthening community-based Disaster Risk Reduction (DRR)”, by HUD, at the SECRA Staff Mobility Östersund (October 2023).
- “Business Continuity Planning : Business continuity in an uncertain world”, by HUD.
- “Reflections and Next Steps – Private sector preparedness for pandemics and multi-hazard scenarios” (March 2022).
- “Policy Brief development”, by HUD; as well, on file, recording of the Online session, with Project partners from Thailand , on the topic (November 22nd 2022).



- “WP2 - Workshops for optimizing the institutional landscape “, by HUD (Thailand, February 2023).
- “The Midterm Review of the Sendai Framework for Disaster Risk Reduction 2015 - 30: Progress, Challenges, and Opportunities”, by HUD, at the SECRA Staff Mobility Week (October 9th – 14th 2023); as well, related documents on file.
- “Social Enterprises’ Resilience through Biomimetics”, by HUD, at the SECRA Project Meeting (Philippines, 13th – 17th 2023).
- “Business resilience in the face of COVID- 19 - Insights from: Integrating pandemic, tsunami and other multi-hazard preparedness into early warning and urban planning”, by HUD.

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

➔ Sri Lanka

On file, ‘Policy Brief Meeting’ (March 16th 2024), with agenda, proceedings - including the discussion on the Policy Brief and Q&A session-.

➔ Philippines

On file, ‘A Policy Dialogue with Multi-Sectoral Representatives on the Philippine Policy Brief, developed under the SECRA Project’ (Technical Report, November 14th 2023); it addresses the Minutes of the proceedings of the held event/discussion, with 66 participants. Pictures, also compiled.

➔ Thailand

At the time of delivering this 3rd External Evaluation Report, Thailand’s Policy Dialogue has not been made available yet; as per MiUN, this should happen at the earliest. In any case, as evidence, **on file, pictures** of several meetings with various actors (public and private sector).

The **rating of the Policy Dialogues** is **positive**, for instance, since -policymakers- were invited to the Policy Dialogues for presenting, and debating them. Therefore, it has been



a policy dialogue with high-level government and private sector representatives (e.g. in the Philippines) validating the Policy Brief.

To be noted that, **recommendations, can influence policymakers** to develop, or revise, existing policies that support UECs for DR initiatives.

And, last but not least, the **Policy Dialogues, brought together university and industry leaders, fostering dialogue and encouraging the formation of new UEC partnerships.**

1.3 WP3 University Enterprise Collaboration Community of Practice

WP3 - D1 ONLINE PLATFORM FOR UEC COMMUNITIES OF PRACTICE

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 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.



As confirmed by MiUN, **above-mentioned recommendations** have been **taken into account** and, following **steps**, have been **implemented**: 1) Creation of an annotated bibliography on work-integrated education in Asia, specifically focusing on the Philippines, Sri Lanka, and Thailand; it will be published on the website to introduce the topic to various stakeholders 2) Continuous adjustment and improvement of the platform, based on assessments and user feedback to enhance its content and usability 3) Each partner has committed, through the Sustainability Plan, to implementing the work-life integration compass monitoring tool in at least one educational program to ensure department and colleague engagement in the platform and tools 4) The platform is regularly updated and has been completely revised and redesigned to best meet future users' needs and expectations 5) A section is published with success stories, and -the platform- will be tailored to the different partner countries through the Sensitization Plan.

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

Said On-Site Trainings (a total of **3**) took place during the face-to-face Naresuan (Thailand) Meeting, on February 2023 (presentation, on file, by MiUN and UoP), and the face-to-face meetings in Manila and in Sri Lanka; presentations, **on file** (other evidence, such as participants list, also uploaded in the corresponding 'Meetings' folder-s). These **training sessions** were implemented, so to adjust the content and work previously developed.

WP3 - D3 COMMUNITY OF PRACTICE ON LINE TRAINING

In the corresponding link/tab <https://drrcollab.org/community-of-practice/> , a **general introduction to SECRA Moodle** as the chosen open-source Learning Management System.

Available courses on <https://drrcollab.org/moodle/> : 1) UEC-Compass 2) Community



of Practice 3) Developing a Business Model Canvas 4) University - Enterprise Networking 5) Entrepreneurial Thinking and Business Ideas Generation 6) University-Enterprise Networking, Incubation, and Intellectual Property.

On file, 2 presentations (from 2022 and from 2023), along with presentations made during Onsite Project Meetings.

As it has been confirmed by MiUN (as Project Coordinator, as well as WP3 co-lead), presentations and workshops -for the CoP- were delivered in situ during the Project meetings; and, the aim was to **upload the recorded presentations to the Moodle**, but, due to copyright and ethics reasons, this is yet to happen.

Compiled **feedback** indicates that, both, **CoP On-Site** (WP3D2) and **Online Training** (WP3D3) are considered as **relevant** and **useful, innovative** and **applicable**.

As per **recommendations** towards its **improvement for future trainings** to be held outside the formal scope of SECRA Project, to be noted: **A)** Consider implementing gamification as an alternative to traditional methods **B)** Regular and continuous training of the CoP concept **C)** Promotion of LMS by encouraging participants to continuously create content **D)** Incorporating –SECRA Moodle- with the Moodle sites of every SECRA partner. As well, ensure wide information dissemination among the prospective users **E)** Allow the use by all partner HEIs, showcasing events, videos, presentations, etc. **F)** CoP, needs further improvement and training **G)** Ensuring commitment from SECRA partners; i.e. organizing an online conference via the LSM and other platforms **H)** Moodle platform, must be properly designed, regularly monitored and updated by a website administrator.

In terms of Tasks, **on file**, the **Social Network Analysis Snapshot (T3.4)**; this document - .pdf 47 pages- had a goal of investigating the collaborative ties between faculty members of Project partner HEIs and external partners (private and public sectors), in the broad field of DRR.



1.4 WP4 Innovation and Enterprise

WP4 - D1 CORPORATE START-UP LAB

This Deliverable **consisted in**, each local Project partner HEI, establishing at least one Start-up Lab, ensuring that, at least, 40% of participants were female; and, each Start-up Lab, was to host, at least, 30-45 participants, with proper relevant level of satisfaction.

Results indicate that, each corresponding partner, established -at least- one Start-up Lab, with a total number of 14 (Philippines 3, Sri Lanka 6, Thailand 5), 1020 attendees (52.3% female) and high level of satisfaction ('Very satisfied+').

On file, 4 Technical Reports (from 4 different events, all in Philippines, in 2023, November 15th, 22nd and 24th and December 1st) along with general documentation such as Business Canvas Model-s.

It is confirmed that, the **rating of Corporate Start-up Lab**, is **positive**; this diagnosis is also shared by the Project partners.

Recommendations towards further improvement and enrichment of the Start-up Lab, include: **A)** Developing specialized training modules, courses and materials **B)** Address the identified critical issues (within WP4), with innovative approaches for incubating or accelerating startups across different contexts –considering, also, their limitations- **C)** Long-term monitoring and re-skilling (if needed) **D)** Strengthen the start-up labs with more inputs **E)** Introduce and share best practices for the continuation of the Start-Up Lab, addressing the common limitations faced **F)** Availability of financial support, e.g. for budding entrepreneurs **G)** Expand and replicate in the future; 'model/template', in place **H)** Trainings, to incorporate interactive elements such as group discussions, simulations, hands-on activities or case studies **I)** Underline the importance of EDI, specially within a DRR setting.

WP4 - D2 UNIVERSITY ENTERPRISE ENGAGEMENT DAY

This Deliverable **consisted in**, each local Project partner HEI, organizing University Enterprise events, ensuring that, at least, 40% of participants were female; and, each event, was to host, at least, 30-45 participants, with proper relevant level of satisfaction.



Results indicate that, each corresponding partner, held -at least- one University Enterprise event, with a total number of 25 (Philippines 9, Sri Lanka 4, Thailand 12), 2166 attendees (51.2% female) and high level of satisfaction ('Very satisfied+'); to be noted that, 2 events did not record the number of participants and not all attendees disclosed their gender.

On file, 3 Technical Reports (from 3 different University Enterprise Engagement Days, all in Philippines, November 15th 2022 and, in 2023, May 13th and July 26th) along with general documentation about the topic, from UCLAN.

WP4 - D3 ONLINE TRAINING SESSIONS

This Deliverable (also Task 4.4) **consisted in**, training material on different aspects on entrepreneurship, being delivered within corresponding online sessions.

Sessions were delivered as follows, **by UCLAN**:

- Online Training: 2022 (June 10th and 17th, July 1st and 8th) and March 10th 2023.
- Guest Lecture Presentations: December 18th 2021 (Kandy Conference, Sri Lanka), November 15th 2022 (Event in The Philippines), July 13th 2023 (Event in The Philippines).
- In-Person Training: February 6th, 9th 2023 (SECRA Meeting, Naresuan, Thailand), March 20th 2023 (SECRA Meeting, Colombo, Sri Lanka), October 9th, 10th 2023 (SECRA Mobility Event, MiUN), November 15th, 16th 2023 (SECRA Meeting, Manila, Philippines).

On file, a Technical Report, from ADMU, on the Webinar Series as well as UCLAN WP 4 Seminar Series on Promoting EDI (June 10th 2022). And, a comprehensive compilation of Online Training Sessions (including videos) along with supporting documentation for this D4.3.

It is confirmed that the **aim** was **achieved**, being the increase of staff and students' knowledge in terms of innovation and enterprise (e.g Intellectual Property, business incubation, financial planning). To be noted that, via WP1, specific training needs were identified.



As well, compiled **feedback** from participants, show **very positive rating** of above-mentioned capacity building actions.

To be noted that, within **Task 4.3** -Promoting equity and diversity within innovation and enterprise-, UCLAN implemented several training initiatives and actions, with an aim of embedding Equality, Diversity and Inclusivity (EDI) into the Project partners' UE activities. **3 Training Sessions**, in place: **A)** February 6th – 9th 2023, Naresuan Meeting **B)** October 9th – 13th 2023, Östersund Meeting **C)** November 13th – 17th, Manila Meeting. **On file**, supporting documentation for this Task 4.3.

WP4-D4 PARTNER INSTITUTION STAFF MOBILITY

This Deliverable (also Task 4.5) **consisted in**, local Project partners, visiting MiUN (Östersund Campus) and its RCR -Risk and Crisis Research Center-, for related meetings and exchange of experiences and ideas. As well, updating of several relevant Project's related matters was to be addressed.

The **SECRA Staff Mobility event** was held, at MiUN, on October 9th – 13th 2023; on file, evidence: program with agenda, presentations, pictures and signed participants' lists – around 25 in attendance-.

<https://www.aipo.ateneo.edu/post/strengthening-university-enterprise-collaboration-insights-from-the-secra-staff-mobility-program>

<https://english.nu.ac.th/?p=4222>

<https://mcl.edu.ph/mapua-mcl-presents-research-initiatives-on-resilience-at-secra-meeting/>

The **expert confirms** that, D4.4, reached its main aim of a meaningful exposure to the different culture of universities, to a range of public and private enterprises or to different adopted practices.



1.5 WP5 University Enterprise Collaboration Compass

WP5 - D1 UEC COMPASS MODEL AND TOOL

Delivered, via <https://compass.drrcollab.org/> ; after registering, it starts with a Work-Integrated Learning Survey, a core component of the University–Enterprise Collaboration Compass, assisting HEIs in improving their collaboration with external partners. The results of the survey aim to support educational programs by assessing their current collaborative efforts.

As it has been confirmed by MiUN, this **deliverable, includes** the 3 components mentioned in the Proposal; a formalized process model (conceptual part of the Compass), a digital tool (actual one on the website) and an iterative dialogue format (the process is meant to be a benchmark against prior performance).

On file, supporting documentation for this deliverable 5.1.

The **UEC Compass Model and Tool**, has been considered, **overall**, as providing a **snapshot visualization** of the **collaborative activities** of the **university with external stakeholders** (including private sector); it is perceived as an **effective device** to observe the initiation and development of collaboration with agencies and individuals

In terms of compiled **feedback** regarding the matter of, **UEC Compass Model**, being **highly contextualized, easy to use and effective in tracking progress – Overall positive ratings**; some **comments towards its improvement**, include: **A)** More comprehensive clarification of terminology along with a more in-depth explanation of the Compass **B)** Consider user-friendliness as a priority **C)** Questionnaire, too long **D)** Ensuring the, ‘work in progress’, of providing a separate server and portal, linked to the website **E)** Needs to be a mechanism to establish a continuity of answering the tool, towards leveraging the institutional knowledge of change **F)** Training on ‘how to use’, after its development **G)** Aligning the understanding of its use, along with the terminology (further refinement on the technical terms, improving contextualization).

WP5 - D2 ON-SITE AND ONLINE TRAINING SESSIONS

As it has been confirmed by MiUN -and, supporting documentation, **on file-**, several **Training Sessions** were held for WP5 along with developing the Compass Tool in each



Project Meeting; for example, in the Manila Meeting (2023) a Session was implemented, with group work and -2 Project partners- presented their implementation plan for inspiration. Or, for the last Project Meeting (Sri Lanka, March 2024), a presentation was done on Tech Transfer, serving as an example of how UECs can be implemented.

To be noted as well, that, the **use of the Compass** requires supervised hands-on training as well as guiding of the Moodle platform; training material has been kept to an introductory video and supporting documents. Therefore, to support the training, Chaminda S. Bandara (UoP) and Roel C. Rodrigo (MCL) are available as the appointed CoP-Champions <https://drrcollab.org/community-of-practice/>

WP5 - D3 SENSITIZATION PROGRAMME

Delivered (.pdf 2 pages), **aiming** to boost innovation and economic growth in the 3 local Project countries, through university-enterprise partnerships, with a focus on raising awareness, offering hands-on training, and launching pilot projects to align academic education with industry needs; it targets university leaders, industry professionals, government officials, and civil society organizations, ensuring customized approaches for each country's context. And, it includes awareness campaigns, capacity-building workshops, pilot projects, and policy advocacy, with a structured four-phase implementation and a sustainability plan for long-term impact.

From an **external evaluation** point of view, the document, offers a detailed description of a sensitization program for adopting UEC Compass within the context of the Project, specifically targeting the 3 countries; therefore, its **relevance** is confirmed and -the Programme, aligns well with the goals of strengthening UEC. As well, to be noted, the program's multi-phased approach (including awareness campaigns, capacity-building workshops, pilot projects, and policy advocacy) all of which are pertinent to fostering innovation and economic growth.

And, **accuracy** is also strong, with the deliverable, properly reflecting the strategic objectives of SECRA -including the adaptation of the UEC Compass to local contexts and the engagement of diverse stakeholders-. The inclusion of specific phases and target audiences enhances the clarity and comprehensiveness of the programme, making it a suitable guide for future implementation and evaluation.



1.6 WP6 Dissemination and Exploitation

WP6 - D1 DISSEMINATION AND EXPLOITATION STRATEGY

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/usj-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) were: 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, included: 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-, included: 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).

In what relates to the **Naresuan Project Meeting** (February 2023, in Thailand), it was 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).

Project partners consider that, the **Consortium**, did, **overall implement proper dissemination actions**.

Suggestions, in place, **for improving SECRA’s website and/or any other social media**, include the regular update of the website, uploading more content and including pictures of events and activities.



WP6 - D2 WEBSITE AND ONLINE PRESENCE

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.

MIuN compiled social media's **statistics**, as of the beginning of July 2024; for instance, Facebook (268 likes, 782 followers), Twitter (16 followers) or the website (6716 visitors in 2024, 11197 number of visits). As well, a list of the top-25 countries visiting (pages, hits, bandwidth) or the visits' duration.

WP6 - D3 QUARTERLY NEWSLETTER

Uploaded in the website <https://drrcollab.org/repository/> , **9 Newsletters** (as per Proposal), addressing a myriad of SECRA-related aspects and news.

WP6 - D4 PRESS-RELEASES

A total of **9 press releases** have been made available and disseminated by Project partner HEIs, via their regular channels (below, 8 links):

<https://www.miun.se/Forskning/forskningscentra/rcr/nyheter/Nyhetsarkiv/2023-10/mote-om-katastrofriskreducering-i-ostersund/>

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

<https://www.ateneo.edu/news/2024/01/16/nurturing-collaborations-toward-resilience-highlights-secra-metro-manila-meeting>

<https://mcl.edu.ph/mcl-joins-eu-funded-project-for-resilience-in-asia/>

<https://mcl.edu.ph/mcl-hosts-secra-philippine-launch/>

https://mcl.edu.ph/mapua-mcl-presents-research-initiatives-on-resilience-at-secra-meeting/?doing_wp_cron=1719324477.7289400100708007812500



<https://mcl.edu.ph/a-collaboration-for-resilience-the-mapua-mcl-and-up-resilience-institute-upri-partnership/>

<https://mcl.edu.ph/mapua-mcl-joins-the-secra-mobility-program-in-sweden/>

WP6 - D5 PROMOTIONAL MATERIAL

On file, several **templates** and **logos**.

WP6 - D6 ARTICLES IN LOCAL TRADE PUBLICATION

A total of **4 Articles**, have been produced and are **on file**.

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.

WP6 - D7 SUSTAINABILITY AND CONTINUITY PLAN

Delivered (.pdf 16 pages), **outlining** strategies for maintaining the Project's activities, outputs, and outcomes post-EU funding and emphasizing each local Project partner country's role in defining and implementing their sustainability actions.

For SECRA, sustaining UECs is crucial for long-term societal resilience; key exploitable SECRA outputs include the Work Integrated Learning Compass monitoring tool, an online CoP and corporate-startup labs.

In terms of Financial Sustainability, to be noted aspects such as seeking further funding from international/national sources, continued institutional support for staff involved in SECRA activities or securing resources to maintain the Project's website and Moodle site.

As per the Institutional Sustainability: gaining institutional recognition and support for SECRA activities, aligning SECRA objectives with Project partner HEIs' goals, establishing a lasting structure for the CoP within SECRA partner institutions or institutionalizing UECs through formal agreements.



And, for Community/Political Sustainability: increasing participation in SECRA activities or organizing SECRA events and integrating entrepreneurial thinking and gender equity into partner institutions' activities.

To be underlined, the compilation of the specific actions undertaken by SECRA Partners.

From an **external evaluation** angle, and the **relevance** of the Plan, it is highly positive to confirm the multifaceted approach, considering financial, institutional, and community perspectives, aligning well with international best practices for sustainability. The specific actions and strategies outlined are realistic and achievable, leveraging existing institutional frameworks and securing additional funding. And, as concrete **strengths** of the Plan: comprehensive strategy, institutional commitment, diverse funding sources or community involvement.

As per **recommendations** towards further improvement of the Plan, a detailed framework for ongoing evaluation post-funding would strengthen accountability and continuous improvement; as well, identifying potential risks and mitigation strategies would enhance the Sustainability plan.

WP6 - D8 FINAL EVENT

The **SECRA Final Event** was held, in Sri Lanka –‘Colombo Conference-, on March 15th – 18th 2024; it was followed by the last Project Meeting (March 19th – 21st).

<https://drrcollab.org/university-enterprise-collaboration-for-economic-recovery-and-resilience-in-sri-lanka-policy-dialogue/>

<https://www.ateneo.edu/news/2024/04/08/empowering-partnerships-secra-culmination-meeting-sri-lanka>

https://www.facebook.com/story.php/?story_fbid=822045899950954&id=100064366552216&paipv=0&eav=AfapRojOIVUvY9acaCumv9YytXWC7h6abEmy99kx8wmH3wg7FjO1yOT62Em0Jkh1goo&rdr

The **external evaluator** also attended, in person, all related events, interviewing participants and following up the status of the Project with MiUN.



To be noted, **successful aspects** of the ‘Colombo Conference’ such as: very positive ratings, agreed by the Consortium and by participants, with 175 Papers (50 of them, to be published by Springer); as well, a great success of the Pitching Competition (26 projects, 15 selected) or the Presentation/Launching of the Sri Lanka Policy Brief. Also, in terms of sustainability, it was confirmed that, the ‘Colombo Conference’ will be held annually, with the same format). To be underlined the high number of participants and attendants (including 8 students from USJ).

1.7 WP7 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- confirmed that, the **Steering Committee, acted as Quality Board**, with –regular meetings- as recurrent checkpoints. And the **rating of Steering Committee** (as ‘de facto’ Quality Board) was **positive**. In any case, it is always recommended to create a specific QB for such projects.



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

As well, the expert wants to point out the spotless performance of TTU e.g. dealing with indicators or producing questionnaires in real time, among other aspects.

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

For external evaluation purposes, refer to below Deliverable.

WP7 - D3 ANNUAL SELF-ASSESSMENT REVIEW

Linked with WP7-D2, for external evaluation purposes.

Within Task 7.4 (Conducting annual review), a comprehensive report (.pdf, 56 pages) was 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).

As well, a comprehensive report (.pdf, 108 pages) has been produced by TTU “**SECRA Quality Report Final**”, in June 2024.



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

1.8 WP8 Project Management

WP8 - D1 CONSOLIDATED WORK PLAN

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

In terms of Project Management, no major deviations were reported and, MiUN, did confirm that continuous internal meetings were held.

Compiled **feedback from Project partners**, indicate that –SECRA **Project**- has been **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**. Some mentions to imbalance in workload, noted.

As per the rating of **WP leaders’ performance**, it was considered as **positive**.

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

Within the scope of SECRA Project, a total of **6 Project Meetings** and **10 Steering Committee Meetings**, were held -evidence, **on file**-.

WP8 - D5 INTERIM REPORTS

On file, Interim Report 1 (delivered on July 2021) and **Interim Report 2** (delivered on July 2021). And, as confirmed by MiUN, **Management Meetings’ Minutes** -above-mentioned-, are also to be considered for this Deliverable

WP8 - D6 FINAL REPORT

As it has been confirmed by MiUN -at the time of producing this 3rd External Evaluation Report- this deliverable to be produced by the **end of August 2024**.

2. CONCLUSIONS & RECOMMENDATIONS

2.1 General Aspects

- SECRA **Project, progressed, and implemented, overall, adequately**
- **Efficient implementation**
- **Project Management** – perceived as **effective** and with **good ratings** from Project partners.
- **Own perception** and rating from SECRA Project partners, of **dissemination activities** is **positive**. Still, dissemination should be always fostered.
- In terms of **quality measures** and **processes**, same as above
- **Great ‘boost’ effect of face-to-face meetings**
- **Public authorities, involved** in several ways related to Project implementation; to be noted, the importance of the launched (3) Policy Briefs and Dialogues – NB: to consider a potential update of the Briefs, for instance, including DR-related recommendations.
- **WP1, 2, 3, 4 and 5 – positive ratings**, plus some **recommendations** to be taken into account.
- **Extension** granted until 14/7/2024, no additional funding
- **More webinars than foreseen**, arranged by the **Philippine** and **Sri Lankan** partners.
- **External Evaluation** – playing an external role, with 3 Reports delivered, 1 Trip to the Final Event, regular communication with MiUN, virtual participation in Meetings, 3 Questionnaires in place and onsite interviews with all Project partners (as well as with some stakeholders).
- **Rating of Final Conference** and linked **events**, in terms of awareness raising, content, and other aspects is clearly positive.



- **FOUNTAIN E+ CBHE Project** – fostering, consolidating what started with ASCENT.
- **Good collaboration between Project Partners, thriving, fostering internationalization** – E+ Proposals, signed MoUs, Agreements for Research Collaborations, Students Exchange, Academic Cooperation and other Projects (including UK partners).
- **SECRA provided a proper, timely relevant, framework for collaboration in the topic-s.**
- Below, a set of **relevant reflections** about the Project:
 - Events such as COVID-19, Brexit (excluding British partners from E+ funding) and the meltdown of the Sri Lankan economy, if nothing else, highlighted the utility of the SECRA risk management plan.
 - Even with the difficult initial circumstances (e.g. prospect of losing the 2 UK SECRA partners -instrumental in the thinking of SECRA and its successful bid for funding-), the Sri Lankan partners, and especially UoR, have been active in writing applications in the broad theme of UECs, including a successful one (E+ FOUNTAIN).
 - Beyond sustainability, SECRA has reached its objectives; the Project has seen the continuous, conscious bolstering of UECs—through institutionalized partnerships and MOUs— vibrant online and offline CoPs, as well as increased participation of women in the SECRA events and training. Even though EDI was not the core objective of the Project, it ended up being far more successful than expected; to be noted, the great collaboration of UCLAN and ADMU, with teams led by driven women.
 - Mobility events could be considered as one of the key highlights, and the core, of SECRA. Policy roundtables included high-level officials in all countries.
 - Once again, SECRA reached its goals, even if the Consortium had to make —often significant— adjustments to the workflow and timeline of events.



- **Collaboration between Project partners –**
 - **Roles and goals of the partnership** among SECRA Project members were **clear and defined**.
 - **Trust, among SECRA Project partners, in place**, contributed 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.
 - **Decision-making system has been considered as transparent**
 - In terms of, **Associated Partners**, providing valuable input to the Project and having been 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>
 - Regarding **External stakeholders' engagement** with SECRA, there is **disparity** in perceptions, but, overall, said engagement is considered as positive. Examples, include: support in the Questionnaire (WP2).

As well, External stakeholders, **provided valuable input**, to the Project (e.g. Comments to Policy Brief -Thailand-).

- **Most important and relevant challenges towards full development of SECRA Project at local Project partner HEIs –**
 - Making SECRA sustainable
 - Establishing a systematic mechanism to overcome existing barriers
 - Time allocation
 - Involving the administrators, so, resources, are made available
 - Proper financial support (i.e. for the selected business start-ups of undergraduates).



- Financial instability in Sri Lanka, making it expensive and challenging to invest in startups.
- Incentives, for faculty, to invest time and effort into developing UECs and their own start-ups.
- Implementing programs and activities that can be sustainable
- **Recommendations in terms of overcoming above-mentioned challenges –**
 - Ensuring financial support to continue actions and activities
 - Extrapolating lessons learnt, applying UEC considerations in diverse domains (beyond the scope of DRR).
 - Involving administrative staff, making them active partners in the Project
 - Specific budget allocation for the institutionally developed programs
 - Better internal coordination and planning with administrative offices, towards sustainability.
- **Relevant 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 -**
 - Effective engagement with all stakeholders, including effective connection with external ones.
 - Developing active networking mechanisms with outside agencies
 - Sri Lanka – political and economic crisis, leading among other matters, to prioritize inflation, exchange rate, tax burden, corruption, brain drain etc., before other matters (e.g. national level strategic and policy initiatives).
 - Addressing the several barriers and challenges identified within the scope of WP1 survey.
 - Building and sustaining UECs



- Ensuring that, UECs, contribute to resilience not just of the HEI and the enterprise but also of the larger community, gearing them towards resilience and sustainability.
- Sustainability of SECRA
- **Recommendations in terms of overcoming above-mentioned challenges –**
 - Designing dissemination platforms, and materials, based on SECRA’s findings and discussions.
 - Involving all stakeholders on the Project’s formulation process, ensuring their commitment.
 - Incorporating collaborative industry partners and funding agencies
 - Collaborative projects, addressing essential areas and disciplines
 - Relevance of engaging a diverse range of partners in order to take SECRA recommendations forward.
 - Including, in future projects, training on supporting transdisciplinary working
 - Identify the key stakeholders and feasible platforms to share SECRA findings and recommendations.
- **Objectives and activities** of the Project were **considered realistic** by Project partners [*Addressed at 2nd External Evaluation Report*]; 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. [*Addressed at 2nd External Evaluation Report*]

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 fulfill a valuable gap within the said three countries.

- **Main strengths of SECRA**, cited by Project partners [*Addressed at 2nd External Evaluation Report*], 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** [*Addressed at 2nd External Evaluation Report*] –
 - 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** [*Addressed at 2nd External Evaluation Report*] – 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 positive rating/assessment of the Project, for issues such as: having served its purpose, if institutions involved did perform well, policy support, ownership by beneficiaries, use of appropriate technology, gender equality, consistency of activities with objectives of the project, SECRA having met its specific objectives and/or future transferability of Project results.**

Some important aspects to be highlighted, include the continuation of the network or the future transferability of the results via FOUNTAIN Project.

- As per **satisfaction** with the **overall development** and **implementation** of SECRA Project – ‘overall satisfaction was achieved’, ‘we are satisfied with the comprehensive progress and execution of SECRA’, ‘we are highly satisfied with the outcomes of SECRA’, ‘very high’, ‘a highly satisfying project to be involved with’, ‘satisfied’, show some of the compiled quotations.
- In terms of any **aspects that may have been improved**, to be noted the following: A) Previous clarification of the Kick-Off Meeting B) Incorporating, in future projects, administrative partners (assigning responsibilities) C) Improving and enhancing the focus on DRRM D) Longer period to implement the WPs E) Comparative QA measures, with identified indicators, after WP completion F) Published and presented research outputs, should be part of the required Deliverables.
- As per the **possibilities** (or already existing) of **synergies with similar projects, related with SECRA Project main topic-s** [*Addressed at 2nd External Evaluation Report*] – 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** [Addressed at 2nd External Evaluation Report] – 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/launchinganeweuprojectaimstoreducetheimpactofdisasters.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** [Addressed at 2nd External Evaluation Report] –
 - 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.

2.3 Individual perspective

- **Main results**, from a **personal aspect**, derived from the involvement in SECRA [*Addressed at 2nd External Evaluation Report*] –
 - 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

- Regarding **Project results** that are **considered as sustainable** -within the **participating institutions and context-s and/or at target group levels:**



Specific **examples of** such sustainable **results**, include:

- **UoR**

- ✓ Along with the rest of participating partners – New CBHE E+ Project ‘FOUNTAIN’ (Fostering University – Industry Techno Entrepreneurship).
- ✓ Awaiting decision on projects such as: AGENDA, BRACE, DREAM

- **NU**

- ✓ University’s policy orientation towards UEC (aligned with NU’s overarching vision).
- ✓ Phitsanulok Municipality concentrating on UEC on DRR, completing the DR Scorecard assessment, in cooperation with NU/SECRA and UN Office for DRR.
- ✓ Faculty of Engineering, forged a collaboration with the Asian Disaster Preparedness Center (ADPC), focusing on Disaster Management curriculum amendments and the implementation of a student internship program.
- ✓ Work in progress in the process of establishing a Center focused on CC, disaster and resilience –to merge with the Regional Center of Geo-Informatics and Space Technology.
- ✓ Collaborative initiatives, such as FOUNTAIN (E+)

- **MSU**

- ✓ Start-up Lab (use of CoP concept to train students)
- ✓ UEC Engagement Day



- **ADMU**
 - ✓ Building up, with the established linkages with SECRA partners, the ‘sandwich’ programs for S&T scholars –funded by the Department of S&T-; said SECRA partners could become program partners for research relating to climate and DR.

- **PNU**
 - ✓ University-enterprise activities –preparing pre-service teachers for DRRM-preparedness- along with information dissemination on EDI.
 - ✓ SECRA-Ph

- **UCLAN**
 - ✓ Global Race Centre for Equality Institute, via research work, sustaining the EDI focus of SECRA.
 - ✓ Employment of a recent graduate, on work identifying experiences of EDI, within UECs, among UK academics.

- **CMU**
 - ✓ Projects such as Smart Energy or Smart Environment

- **Recommendations and matters regarding the overall future sustainability, of SECRA Project and its results**, mentioned were: **A)** Effective stakeholder engagement **B)** Publicizing the findings and analysis, of the Project, to all, internal and external, stakeholders **C)** Encouraging stakeholders to leverage SECRA information for strategic planning in future projects and policy formulation **D)** Extended projects and WS, that could be discussed via online platform **E)** Establishing university-industry cells in each HEI, with World Bank funding **F)** Ensure sustainability via the continuation of SECRA website, the



Moodle platform (promoted to be incorporated with the Moodle of individual universities) along with dissemination via the corresponding IROs' websites G) Reports and publications that originated in SECRA, to be made available for target groups and researchers H) Project's outputs, increasingly published in reputed journals I) Securing funds from different sources, for the continuation of related activities J) Implementation of policy recommendations K) PNU, to submit a proposal to the Department of S&T, for a local version of SECRA (involving other HEIs in the Philippines) L) Maintaining, both, website and FB, as repository of Project's findings, best practices and resources, accessible to different stakeholders M) Continue knowledge exchange and collaboration among participating HEIs N) Lobby the final Policy Brief to the HEIs and enterprise partners of HEIs to enhance collaborations among them in synergizing efforts for DR.

→ IMPACT

- **As one of the primary impacts, so far, in January 2022, it was 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 -January 2022-** [*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 was confirmed by Project partners, in January 2022, 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- on partner institutions and/or target groups, has been rated as positive.** 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**

- ✓ Excellent in terms of staff CB (academic, administrative, balancing gender and senior/junior. Members of SECRA – USJ, Co-Chair of the Invention, Innovation and Venture Creation Council –IIVCC USJ- or a senior academic in the Dept. of Entrepreneurship, hence, can use their SECRA experience in said positions).
- ✓ Very good in terms of student CB (relevant number of UEC events, in place, targeting students, getting them involved in the organization, connecting with different stakeholders).
- ✓ Good in terms of industry and stakeholder partnerships (agreements with Dialog Axiata and International Financial Corporation for enhancing UEC activities. University Business Linkages Cell, playing an active role in TT –under the guidance of IIVCC-. Considerable amounts of MoUs signed, at faculty and university levels, towards enhancing UECs for academic and research purposes).

- **UoR**

- ✓ Promoted policy environment for UEC via discussion forums (with University administration, private sector, government agencies).
- ✓ New policy document to implement UEC activities
- ✓ 1st WS focusing on Business Start-up (25/9/2023), with 150 students + WS 'Opportunities for Agropreneurship' (8/11/2023), with 50 actively engaged students.

- **MCL**

- ✓ Increased R&D capacity, that provided, MCL, with access to new funding



opportunities and resources for R&D efforts related to DR and sustainability.

- ✓ Enhanced curriculum development (new course activities and programs related to DR, equipping students with relevant skills and knowledge).
- ✓ Overall, the SECRA engagement has positively impacted the MCL community, as well as partner communities, by fostering innovation, knowledge sharing and more concerted efforts in building more resilient communities.

- **UoP**

- ✓ Several organized events to educate the university community and the target groups, for instance, special sessions at the Kandy Conference (December 2021, 2022, 2023), University Research Session (March 2022), Entrepreneur Support Programmes (17/5/2023, 19/8/2023, 16/12/2023), that benefited more than 100 students and graduates.

- **NU**

- ✓ Understanding of the UEC within the faculty and university spheres (e.g. Faculty of Engineering, Faculty of Agriculture, Natural Resources and Environments).

- **MSU**

- ✓ Working internationally in a variety of DRR-related topics
- ✓ Participating in the Policy Brief (Thailand)

- **ADMU**

- ✓ Sustainability and climate and DR more consciously integrated in partnerships and initiatives that foster collaborations with external



stakeholders; in pitching and networking events, a section of the program is allotted to discuss DR and sustainability with participants.

✓
- **PNU**

- ✓ Support to be included in the World University Rankings for Innovation (WURI).
- ✓ Acknowledgement of the significance of SECRA, along with partner communities (PNU-Visayas, PNU-South Luzón) who continue to practice activities and lessons learnt within the scope of the Project.

✓
- **UCLAN**

- ✓ Conference presentations
- ✓ 2 papers (1 published)
- ✓ Training presentations

✓
- **TTU**

- ✓ Practical guest lectures
- ✓ Participation in the Study Programme Council

✓
- **CMU**

- ✓ Events and seminars, held in Chiang Mai (PM 2.5) and awareness raised, in local citizens, of the PM 2.5 pollution.

➔ **EFFICIENCY**

- It is **confirmed** and agreed that, SECRA **Project**, has been **delivered** in a **cost-efficient manner**. Some mentions, noted, regarding the lack of flexibility in what refers to financial rules.
- The **vast majority** of **activities** have been, **overall, considered** as **timely produced**; **COVID-19, caused setback, and challenges, in certain activities**.

2.5 Recommendations / Considerations for the Consortium

- ✦ *Take into account all compiled feedback (in this 3rd External Evaluation Report) from Project partners, both, in what relates to results considered already sustainable and recommendations for future sustainability.*
- ✦ Crucial to **report -and disseminate** within the ecosystem- **on everything that has been done**, including unforeseen outcomes, good practices or examples, within the scope of SECRA. Nothing relevant should be left untold (e.g. MoUs, research collaborations, E+, and other Projects, Papers, ...).
- ✦ **Keep all social media regularly updated** and not only in terms of News; also, with free, open access to key deliverables/documents (as long as there are not IP, copyright issues).
- ✦ Ensure a **proper and effective embedding of DR related aspects in future outcomes and activities**.
- ✦ **Sharing Good/Best Practices with the rest of the Consortium**
- ✦ **Human factor** – relevance of commitment, avoid high rotation of key staff.
- ✦ **Continued and effective 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** (long-term impact indicators, for instance).



- ✦ **'Policy factor'** – foster the interaction with policymakers, assuring their proper and effective commitment in the post-EU funding period that starts now.
- ✦ **Guarantee the participation of the private sector** (i.e. employability, feedback towards improvement of capacity building actions) in all future events/activities as well as in the network.
- ✦ Once again, **dissemination**, dissemination, dissemination..., **'never enough'** approach, along with increased visibility and raised awareness, for all coming (outside the scope of the funded period) activities, events and outputs. **Foster dissemination actions**, towards a higher degree of impact and awareness.
- ✦ Achieving that, **Associated Partners, external stakeholders** become **'champions'** of the Project, its main results and topics/sub topics. As well, **integrate, and interact, with all relevant external stakeholders** within the ecosystem.
- ✦ Fostering as much as possible that, all future **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.
- ✦ **Enhance formalized Strategic Partnerships and Stakeholder engagement**, for instance via **MoUs**, creating a **network** that involves all key stakeholders (universities, local enterprises, governmental bodies, and community organizations); additionally, engaging alumni is to strengthen the connection between academia and the private sector.
- ✦ **Institutionalize UEC**, integrating collaboration practices into university policies and curricula. As well, embedding main SECRA outcomes into regular HEI courses, and/or research agendas.
- ✦ **Expand CB and all Training actions**; universities should continue to offer training on topics such as entrepreneurship, innovation management, and community resilience along with including more participants from the academic and enterprise sectors. Additionally, providing certifications or credentials for completed trainings should enhance the attractiveness of these programs.



- ✦ **Strengthen M&E and Feedback mechanisms/tools**, including indicators to measure the success of collaborative activities and their impact on community resilience. And, regular feedback from stakeholders, should be analyzed, towards further improvement together with periodic impact assessments.
- ✦ Relevance of **encouraging ongoing research and innovation within the context of UEC** for community resilience. For instance, establishing research grants or incentives for faculty and students or promoting collaborative research projects involving HEIs, private sector, and communities.

