**Project Title: Facility/Programme for Capacity Development for Poverty Reduction through South-South and Triangular Cooperation in Education, Science and Technology Phase 2 – Project ID: 00097662**

**The RoK-UNOSSC Facility Phase 2 (*30 June 2016 – 30 June 2021*): End-of-the Project Evaluation** **Report**

**Countries of the evaluation intervention:** Bangladesh, Cambodia, India, Indonesia, Malaysia, Mongolia, Myanmar, Nepal, Sri Lanka, Pakistan, the Philippines, Sri Lanka, Thailand and the Republic of Korea (*14 participating countries in the Asia-Pacific Region*).

**Compiled by:**

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The evaluation report was compiled by the lead author Ron Mukanya, an independent evaluation consultant; under the direction of Denis Nkala, UNOSSC (Asia-Pacific) Regional Coordinator.

In addition to the analysis of project documents, the report further benefited from virtual interviews, questionnaire responses and inputs of the following: Government of Cambodia - the General Secretariat of the National Science and Technology Council (GS-NSTC), Ministry of Planning, Srey Santhor Local Government, Government of Indonesia - Ministry of National Development Planning (BAPPENAS), Multilateral Cooperation Division at the Ministry of Science and ICT (MSIT)-Republic of Korea, Project Steering Committee Members, UNOSSC Regional Office for Asia-Pacific in Bangkok, Thailand; as well as representatives from eight of the ten (80%) participating RoK institutions; namely, The Asia-Pacific Women’s Information Network Centre at Sookmyung Women’s University (APWINC); Canaan Global Leadership Center (CGLC); UNITAR (CIFAL) Jeju; the Regional Cooperative Agreement Regional Office (RCARO); the Science and Technology Policy Institute (STEPI); the Institute for Sustainable Development (SNU-ISD) - Seoul National University; the Technology Management, Economics and Policy Program (SNU-TEMEP) - Seoul National University and the International Environmental Research Institute (IERI),- Gwangju Institute of Science and Technology (GIST). The evaluator also engaged counterpart institutions working with the RoK Institutions in Cambodia and Indonesia.

**LIST OF ACRONYMS AND ABBREVIATIONS**

ANPCs Alternate National Project Coordinators

APWINC Asia-Pacific Women’s Information Network Centre at Sookmyung Women’s University

CGLC Canaan Global Leadership Centre

DIM Direct Implementation

EPE End-of-the Project Evaluation

EST Education, Science and Technology

GIST Gwangju Institute of Science and Technology

GoI Government of Indonesia

HACT The Harmonised Approach to Cash Transfers

HGU-IEI Institute of Entrepreneurship and Innovation, Handong Global University

IC International Consultant

ICT Information and Communication Technologies

IHS Institute for Health and Society at Hanyang University

JITC UNITAR CIFAL Jeju/Jeju International Training Centre

KII Key Informant Interview

Log frame The logical framework

MEST Ministry of Education, Science and Technology

MSIT Ministry of Science and ICT of the Government of the Republic of Korea

MTE Mid-term evaluation

NGOs Non-Governmental Organisations

NPCs National Project Coordinators

R&D Research and Development

RCA The Regional Cooperative Agreement for Research, Development and Training Related to Nuclear Science and Technology for Asia and the Pacific Regional Office

RCARO RCA Regional Office

RoK The Republic of Korea

SDGs Sustainable Development Goals

SNU-AIEES The Asian Institute for Energy, Environment and Sustainability, Seoul National University

SNU-TEMEP The Technology Management, Economics and Policy Programme, Seoul National University

SS & TrC South-South and Triangular Cooperation

STEM Science, Technology, Engineering and Maths

STEPI The Science and Technology Policy Institute

STI Science, Technology and Innovation

TCDC Technical Cooperation among Developing Countries

TOR Terms of Reference

UNDP The United Nations Development Programme

UNOPS The United Nations Office for Project Services

UNOSSC The United Nations Office for South-South Cooperation

WEF Water-Energy-Food Nexus

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# **Executive Summary**

1. **Background**

The RoK-UNOSSC [[1]](#footnote-1)Facility/Programme Phase 2 had three components: The Consortium (6 participating Institutions), the Platform (3 institutions) and the Scaled-Up Project (1 institution). It was funded by the Ministry of Science and ICT (MSIT) of the Republic of Korea (RoK) and implemented under the Direct Implementation (DIM) arrangement by UNDP through the United Nations Office for South-South Cooperation (UNOSSC). While two countries were selected for piloting the integrated project led by the Consortium (Cambodia and Indonesia); the scaled-up project under the Regional Cooperative Agreement Regional Office (RCARO) had 14 participating countries in the Asia-Pacific Region. The Facility budget of USD 3,829,547.40 was released through annual contributions to UNOSSC by the Government of the Republic of Korea. The Ministry of Science and ICT (MSIT) requested the Steering Committee of the Facility to appoint one of the implementing institutions (STEPI) to represent the Ministry in the coordination of the participating institutions in RoK. The collaboration was designed as a triangular cooperation programme.

An End-of-the Project Evaluation (EPE) for the RoK-UNOSSC Facility Phase 2 (2016 – 2021), was planned and budgeted for in compliance with the UNDP evaluation policy, relating to the scale of the project and the provision in the monitoring and evaluation framework included in the Phase 2 Facility Document. The evaluation was intended to provide a comprehensive assessment of how well the project had achieved its intended results. In addition, as per the terms of reference (TOR), the partners working on a Phase 3 intended to incorporate findings from the evaluation in its design.

The methodology for the evaluation covered the following areas[[2]](#footnote-2):

* Desk study review of all relevant project documentation (*listed in the main report*);
* Consultations with multiple stakeholders (*listed in the main report*).

This EPE assessment was undertaken differently from other normal development cooperation project evaluations by virtue of it being a triangular cooperation (TrC) project evaluation. The evaluation was forward-looking, it captured the successes, challenges, and lessons learnt from the implementation of the project. It also provides information about the Facility in the 14 participating countries with a focus on the implementation process, particularly the application of TrC processes and facilitation of South-South Cooperation (SSC) amongst the participating countries. In the main report, the evaluation ends with a list of recommendations generated from this analysis for a potential Phase 3 – as per the TOR, however; a Phase 3 project document with a focus on Water-Energy-Food (WEF) nexus has already been approved.

1. **Summary of findings**

Overall, the Facility/Programme was seen by the main stakeholders as an overwhelmingly positive project, with many benefits and opportunities not only for the receiving countries, but also for the participating RoK institutions. It was also deemed to offer actionable knowledge and practices to achieve the UN Sustainable Development Goals.

While this feedback points to positive results, the purpose of this evaluation was to build an understanding beyond what worked well, challenges and lessons learnt. But it was also forward-looking, to capture lessons learnt effectively, closely examine and provide information on the nature, extent, and where possible, the results achieved through the Facility in the 14 participating countries. Based on the evidence reviewed, the evaluator concludes at this EPE stage, that it is evident that the project is consistent with 1). South-South Cooperation and Triangular Cooperation (SS & TrC) principles; 2). The project has achieved all its intended results as per results framework as set out in the Programme documents and summarised in Table 1 and Table 2 (*with full detailed achievements captured in Table 4 of the main report*). There were no major changes to its original results framework. There were some demand-led adjustments (*additions and/or changes*) made based on joint work planning, reviews and consultative meetings to the results framework. An example is the harmonization of village indicators in Indonesia and establishment of a Technology-based Business Incubator, these new initiatives were added to the revised results framework and endorsed by the Steering Committeee. In summary, the following observations were made by the EPE Evaluation based on questions identified in the EPE’s terms of reference:

**Table 1: Intended results achieved by South-South Cooperation and Triangular Cooperation (SS & TrC)**

|  |  |  |
| --- | --- | --- |
| Thematic area | Summary explanation or description of aspect(s) [and whether they are existent or not existent ] | |
| South-South Cooperation and Triangular Cooperation (SS & TrC) | The Facility was designed to share the Republic of Korea’s development experiences with developing countries in the Asia-Pacific Region in the areas of science, technology and innovation. The involvement of a developed country (Republic of Korea) and the United Nations rendered this a triangular cooperation project. The SS & TrC took place mostly on a bilateral basis through technical exchanges by some of the partner countries. The operation of a Project Steering Committee with country representatives on it alongside the invitation ofPlatform, Consortium and Scaled-upmembers that convened regularly helped demonstrate a manifestation of solidarity among all the stakeholders through sharing knowledge, skills, expertise and resources. | |
| Country ownership and demand-driven cooperation from national key players | There was clear evidence that suggests the activities in Indonesia supported the government’s leadership including the eventual idea to set up the South-South Centre of Excellence on Village Innovation (SSCEVI). The SSCVI was an example where the integrated approach under the Consortium Component of collaborating with governments increased sustainability through the enhanced role of the central government and other stakeholders. However, of the two countries involved in the consortium, this was only occurring systematically in Indonesia. In Indonesia various parts of governments coordinated by the Planning Ministry worked together and demonstrated country ownership and demand-driven cooperation from national key players. In the context of Cambodia, the government requested STEPI to develop capacities of business national leaders with profound knowledge and management skill through a newly established Technology Business Incubation Center. | |
| ICT Technologies as an opportunity | The outbreak of the global COVID-19 epidemiological pandemic had an impact on the project. However, ICT tools presented an opportunity which, RCARO for example, utilised for continuation of implementation of the project with online activities. A Group Fellowship Programme in 2020 and Final Review Meeting/Technical Workshop in 2021 were successfully completed using the online platforms and tools. | |
| Communication | Many promotional materials and videos capturing key achievements were compiled during Phase 2 of the Facility, including testimonials from participating stakeholders [link](https://eur03.safelinks.protection.outlook.com/?url=https%3A%2F%2Fwww.southsouth-galaxy.org%2Fnews%2Frca-unossc-project-on-electron-beam-applications-in-the-asia-pacific-region%2F&data=04%7C01%7Cyejin.kim%40unossc.org%7C42227db5975741a8e11b08d8b94d8cbd%7Cb3e5db5e2944483799f57488ace54319%7C0%7C0%7C637463090032604519%7CUnknown%7CTWFpbGZsb3d8eyJWIjoiMC4wLjAwMDAiLCJQIjoiV2luMzIiLCJBTiI6Ik1haWwiLCJXVCI6Mn0%3D%7C1000&sdata=tbU3MvAJstVBwUtBs%2B05MP5aA%2F2a6q3xF%2FEto5Av3Os%3D&reserved=0) to communicate achievements and knowledge sharing. Clear communication lines facilitated by a partnership rather than a top-down relationship were evident, while the communication strategy was a success with benefits relayed in both interviews and project reports. | |
| Knowledge Management, Joint-learning and knowledge-sharing for sustainable development | The documentation of activities and results of the project was an evident significant knowledge management process. For example, the case studies by TEMEP demonstrated this whilst the three platform institutions cooperated in co-hosting international capacity building workshops every year since the starting year of the project, as part of knowledge management and learning. There was evidence that an established knowledge and Innovation Platform with knowledge products is available on the online platform (idn.snu.ac.kr) and the compilation of best practices exists. The Consortium Group worked closely with Platform institutions to relay an effective message to partners on their pilot experience. The Scaled-up project also developed an e-learning platform for Joint-learning and knowledge-sharing <http://rcaro.org/elearning/ebfellowship/>. Knowledge and capacity transfer from Korean to Cambodian and Indonesian governments and institutions was successful according to interviews and project reports. | |
| Shared commitment | It was evident that in Indonesia, cooperation involved many parties from the RoK institutions under the Consortium, the central government, academics, regional governments and villages. Indonesia has been effective at highlighting this aspect of shared commitment. An example is BAPPENAS and the Ministry of Villages’ enlistment of STEPI to facilitate a process to harmonise two different sets of village development indices in Indonesia and to identify the best harmonization strategy. According to Bappenas, the results of the consultative meeting on this subject led to the formulation of a harmonised index, managed by Statistics Indonesia (BPS) (linked to project Activity 1.1.6). Furthermore, the index figures are used as village development targets for the country’s National Medium-Term Development Planning (RPJMN), 2020 – 2024. Throughout Phase 2, STEPI cooperated with local experts in Indonesia and Cambodia to identify required technology demands, to provide a platform to connect these demands and supplies. | |
| Focus on results-oriented approaches and solutions | There is evidence that a RoK-UNOSSC Facility Result Framework (*Project Results tracking system*) existed and was updated on a quarterly basis to keep track of progress towards achieving project outputs and objectives as captured in Table 2. Multi stakeholder project results progress discussions and site visits to review and physically see these results as documented in progress reports took place. |
| Inclusive partnerships and multi-stakeholder dialogues | Due to the complex design and context as a triangular cooperation Programme, there was a wide variety of stakeholders. There were multiple instances where local consultative meetings, the preparation of required documents for Ministry and translation services were done for Government counterparts etc. Joint capacity building aspects were also supported, with regular communications facilitated and coordination activities with all stakeholders undertaken. |
| Transparency and mutual accountability | It is evident that UNOSSC jointly organised the Project Steering Committee Meetings with MSIT, STEPI and representatives from Cambodia and Indonesia. Quarterly progress reports and annual reports were produced and available. Knowledge products and publications were also available on the South-South Galaxy [link](https://www.southsouth-galaxy.org/publications/directory-of-institutions-and-experts-for-science-technology-and-innovation-in-asia-unossc-2021/). Mission (Back-to-office reports) also exist. The heads of institutions had an accountability role to grants allocated to them – they signed off on activities that were relevant and linked to the project activities. There was also a separation of accountability between project leaders and the heads of institution. UNOSSC undertook spot checks to ensure that institution heads (grant signatories) exercised their oversight over the project staff. |
| Innovation and co-creation | Evidence exists onAPWINC’s coaching of cooperative members in identifying new markets tosell their products and leveraging ICT tools to promote their products online for the first time – the women were subsequently using ICT and social media platforms to promote and sell their products**.** The Consortium institutions enhanced efforts of Governments on village innovation through the pilot integrated approach in Srey Santhor (Cambodia) and Sukabumi (Indonesia). This was building on the momentum of the integrated pilot project in Sukabumi which was aligned to the country’s Village Innovation Programme (VIP), that the Government of Indonesia (GoI) had committed to establish a Centre of Excellence in Sustainable Rural Development in Sukabumi to share its policy, strategy and know-how and practical experiences with other countries in the Global South. The Technology Business Incubation (TBI) Centre in Cambodia, which included the introduction of some advanced innovation and technology, for example smart farming, was also innovative. |
| Advance the empowerment of women and girls | Gender disaggregated data and outputs on the empowerment of women and girls: “women-led agricultural cooperatives” / “women entrepreneurs” were clear and evident. A gender bias was also evident as the project encouraged female researchers to participate and list experts by gender. These outputs were captured and implemented through the Programme with many women being involved on the Programme in Cambodia and Indonesia. Healthy Schools Projects also offered capacity building opportunities and access to clean drinking water to both girls and women teachers. The project aimed to ensure equal representation of women across all components. |
| Leaving no one behind. | There is evidence that the Facility supported: “integrated community projects implemented” … “women-led agricultural cooperatives” / “women entrepreneurs”, thus addressing the empowerment of women and girls. Part of the core capacity building by the Canaan Global Leadership Centre was on community leadership. This component of the CGLC is based on its pioneering role in Korea in the Village Movement. |

In summary, the following intended results were achieved by the project from its set results framework – components deliverables aligned to the results framework (*a detailed version of the results is also available in the main report:* Table 4).

**Table 2: Summary of intended results achieved from results framework: components deliverables aligned with the results framework**

| a). Summary of platform component’s deliverables aligned with the results framework | | | |
| --- | --- | --- | --- |
| Intended Outputs | Output targets | Indicative activities summary | Results achieved  [Yes, or Unclear or No] |
| 1. Knowledge & Innovation Platform established | * 1. A fully functional platform created by the second year of the project, all Phase 1 data uploaded. | From 1.1.1 – 1.1.7 | Yes (all) |

| b). Summary of Consortium project’s deliverables aligned with the results framework | | | |
| --- | --- | --- | --- |
| Intended Outputs | Output targets | Indicative activities summary | Results achieved  [Yes, or Unclear or No] |
| 2. At least one integrated community project implemented | 2.1 Baseline activities completed before actual capacity development work takes place. Results captured consistently and given to platform. | From 2.1.1 - 2.1.3 | Yes (all) |

| c). Summary of Scaled-up project’s deliverables aligned with the results framework | | | |
| --- | --- | --- | --- |
| Intended Outputs | Output targets | Indicative activities summary | Results achieved  [Yes, or Unclear or No] |
| 3. One or two projects scaled up | 3.1 Project activities either scaled up to more countries or new targets in terms of technology diffusion defined. | From 3.1.1 - 3.1.3 | Yes (all) |

| d). Summary of deliverables based on results framework from the Programme Document (STEPI) | | | |
| --- | --- | --- | --- |
| Intended Outputs | Output targets | Indicative activities summary | Results achieved  [Yes, or Unclear or No] |
| 4. Effective coordination of Korean inputs facilitated | 4.1 Local consultative meetings, preparing required documents for Ministry, translation done for Government counterparts. | 4.1.1 | Yes |

| e). Summary of deliverables based on results framework from the Programme Document (STEPI) | | | |
| --- | --- | --- | --- |
| Intended Outputs | Output targets | Indicative activities summary | Results achieved  [Yes, or Unclear or No] |
| 5. Project Monitored | 5.1 Monitoring of project-by-project management. | 5.1.1 | Yes |

**b1.0) Relevance**: Upon assessing the design relevance and the focus of the Facility/Programme (project), there is evidence that the project outputs were very clear. The project was designed as a South-South and Triangular Cooperation (SS & TrC) project with all the applicable characteristics of a SS & TrC as highlighted in Table 1 above. It is also evident that the provisions of triangular cooperation followed a horizontal-mutually beneficial approach for all stakeholders involved. The inputs and strategies were realistic and adequate to achieve the results of Phase 2.

**b1.1) South-South Cooperation and Triangular Cooperation have been promoted and strengthened (SS & TrC)**: There is evidence that an expert network was established and reinforced throughout the implementation period, developing synergies among the participating countries. It is evident that project meetings, technical workshops etc. contributed to the strengthened dialogue, information exchange and cooperation among the experts. The experts provided demand led scientific, technical, policy and strategic guidance to partner countries. Forums were formed as well as activities undertaken in a form of bilateral, multilateral and on a regional basis, contributing to SS & TrC[[3]](#footnote-3).

**b2.0) Effectiveness**: It is evident that the project’s M&E mechanism and systems were effective. They contributed to meeting project results. They kept progress on deliverables in check. The strategies and tools used in the implementation of the project were effective. The project effectively achieved all its overall objectives and achieved all its envisaged SS & TrC outcomes and results (*outputs*). To meet the high standards of project governance, accountability and transparency, UNOSSC as the Facility Project Management worked closely with all stakeholders at all stages of project implementation through consultation. It conducted effective monitoring visits and spot checks. For systematic monitoring and coordination, UNOSSC ensured that all ROK institutions continued to submit quarterly progress reports describing key progress and challenges faced, as well as listing upcoming activities in the next phase as prescribed in the Harmonized Approach to Cash Transfer (HACT). In this way, all stakeholders could easily follow-up government needs, identify constraints and actions recommended to mitigate risk and facilitate achievement of results which was effective.

There is clear evidence that strong coordination, clear project goal setting and effective strong TrC contributed to achieving intended objectives and output of the project. The project was effective at delivering on the relevant needs identified and it also enhanced the principles of SS & TrC among participating countries. It is evident that the management and accountability structures were very effective for Phase 2 of the project. The overall effectiveness of the findings from monitoring visits highlighted the benefits to partner countries and participating RoK institutions.

**b2.1) Human and institutional capacities have been strengthened through training the trainers (ToTs)**: It is evident that the project convened several regional training courses, with lectures and on-site training provided. For example, the Group Fellowship Programmes that fulfilled the needs for long-term customised education were evident. Regional experts were directly sent to the local institutions to transfer technology effectively and efficiently through expert missions. Dispatching of regional experts to the local institutions and providing customised Programmes was helpful in responding to the local issues and expanding the beneficiaries/participants from the governmental, institutional and academia organisations as well as private sectors that were involved to strengthen human and institutional capacities as illustrated in Table 3.

**Table 3: The number of trainees for Consortium activities in both Cambodia and Indonesia**

| Country | No. of Students\* | No. of Women | No. of Men | Total |
| --- | --- | --- | --- | --- |
| Cambodia | 5,813 | 607 | 752 | 7,172 |
| Indonesia | 5,306 | 1,072 | 1,019 | 7,397 |

\* Notes: the no. of students wasn’t disaggregated by gender and is presented as such in this table

1. **Conclusion and recommendations**

Since the project has concluded and Phase 3 design completed, what follows are observations rather than recommendations. While Phase 2 was highly successful in meeting all its targets that verify the achievement of project outputs and outcomes, the project could have benefited from the observations listed below.

**Table 4: Summary of observations**

| Observation 1: The project could have used a logical framework approach for systematic and analytical planning processes to identify beneficiary countries upfront before having a signed off Phase 2 Programme document |
| --- |

The EPE observes, as also highlighted in the mid-term evaluation, that the project could have benefitted from developing and using a logical framework approach for the following reasons:

* systematic and analytical planning processes to identify beneficiary countries upfront before having a signed off Phase 2 Programme document alongside in-country project champions. This would have helped strengthen the project design and implementation.
* its overarching goal would have determined the causal links between project activities/interventions that the Programme supported and noted progress in achieving impact at the national and local levels, not solely expected results/outputs (*tracked by the existing results-based M&E*), since log frames enable the tracking of results towards sustainable impact, as a way of interpreting the intensity and significance of results/outputs.

| Observation 2: The project could have fostered greater use of efficient and less time-consuming cooperative program of work options amongst partnering institutions |
| --- |

Greater use of efficient and less time-consuming cooperative program of work options amongst partnering institutions could have included the following:

* where feasible consideration of virtual proximity and the exponential boom of online and virtual meetings could have positively contributed towards breaking down the physical barriers/silos of physical distance amongst institutions. It must be noted that not all meetings needed to be physically in person convenings and remote meetings in instances where the technology exists or was available at local levels could have cut down on wasted travel time without requiring any travel budget (*a hybrid of both physical and online as necessary could have been of benefit as opposed to one option over the other*).

| Observation 3: The continuous strengthening of the understanding / implications of SS & TrC and what it entailed for all stakeholders and partner countries involved would have been beneficial |
| --- |

For a Programme that was incubating innovative, integrated, and demand-driven southern owned solutions, with multi-disciplinarily approaches, this could have included the following:

* continuously making a clear understanding of the characteristics and principles of SS & TrC to all the stakeholders.
* besides the once off project implementation kick-off induction session/workshop, the project could have used all its other follow up meeting sessions/workshops where all the stakeholders convened to ensure that there is also a focus on continued orientation to fully understand the SS & TrC implications.

| Observation 4: The project could have granted more flexibility to encourage women participation on targeted Programme activities and ensured that they were designed around the convenience of women participation despite their matriarchal responsibility for taking care of their homes and families |
| --- |

This could have included the following:

* the Programme’s activities targeted at women being flexibly designed around their responsibility for taking care of their homes and families[[4]](#footnote-4) so that women participation was easily encouraged with buy-in to the process.
* Women/female participants could also have been identified well in advance so that those who required to pre-plan their family life around the project activities (*where applicable*) as participants on the program were able to do so with great ease from any limitations and/or barriers.

| Observation 5: The project could have had a clearer definition of the cross-cutting target of gender equality and/or gender disaggregated target setting *in the results framework (was the aim “gender equality”* or *“gender disaggregated data”?*) |
| --- |

This could have included the following:

* clarity in the Programme/Facility results framework by having gender disaggregated targeting explicitly captured since gender equality is an aspect that a project targets using a gender capacity building[[5]](#footnote-5) approach.
* alternatively, if that was not the intention, then a clear definition of what the Programme implied by gender equality could have been developed as this clarity was missing.

# **Introduction**

This report presents the findings of an End-of-Project Evaluation (EPE) of the Facility/Programme for Capacity Development for Poverty Reduction through South-South and Triangular Cooperation in Education, Science and Technology (RoK-UNOSSC Facility Phase 2) that was implemented from 30 June 2016 – 30 June 2021.

## **About the ROK-UNOSSC Facility**

In the run-up to the closure of the United Nations Development Programme (UNDP) Office in the Republic of Korea (RoK) in 2010, a Programme on South-South cooperation jointly implemented by the Ministry of Education, Science and Technology (MEST) and UNDP was evaluated. The evaluation showed an interest from partner countries, especially in the Asia-Pacific Region, to have the project continued beyond 2010. Thus, the Ministry and the then Special Unit for South-South Cooperation (SU-SSC), engaged in discussions that culminated in the design and implementation of the Facility/Programme for Capacity Development for Poverty Reduction through South-South and Triangular Cooperation in Education, Science and Technology, or RoK-UNOSSC Facility.

The Facility Phase I (2010-2016) was implemented with the basic structure inherited from the RoK/UNDP South-South project of 2005-2009. In a nutshell, several RoK Institutions were selected to implement projects based on proposals submitted to the SU-SSC. The projects were distributed across education, science, and technology themes. Furthermore, one of the main criteria for participation was demonstrating that the RoK institution had a counterpart institution in a country that would work with them. The result was that the projects were usually located in local institutions and unknown to central government. Furthermore, almost every institution worked in a different country from the others.

Towards the end of Phase 1, a local (RoK) evaluation team was assembled with a view to synthesize lessons learnt and recommend the design of Phase 2 of the Facility. The findings of the evaluators were that although much had been achieved in Phase 1, the Facility could be strengthened by:

1. Supporting the Sustainable Development Goals and the 2030 Agenda.
2. The institutions to cease working in silos and instead work in a more integrated way.
3. Ensuring that project activities would be sustained by engaging national governments.
4. Bringing in inputs and collaborating with international organisations to scale up the impact of the Facility.
5. As a UN institution led Facility, to ensure that it is consistent with UN Frameworks in countries of operation.

After an iterative process involving inputs from RoK experts and project appraisal by the UNOSSC, the Facility Document was approved in June 2016. The RoK-UNOSSC Facility Phase 2 was designed to share RoK’s and its partners’ development experiences and know-how in science, technology, and ICT as a way of bringing knowledge and technology application to promote social and economic advancement of developing countries in line with the 2030 Agenda.

## **Description of the intervention**

The Facility/Programme for Capacity Development for Poverty Reduction through South-South and Triangular Cooperation in Science and Technology (RoK-UNOSSC Facility) – Phase 2 was a demand-driven initiative responding to partner countries and composed of three components: namely, 1). the Science Technology Innovation Platform (Platform); 2). the Consortium Project (Consortium) and 3). the Innovation Diffusion Project (Scale-up project). The main objective of Phase 2 of the RoK-UNOSSC Facility was to ensure that the work done by the RoK institutions was sustainable and scalable. This required that the Facility be implemented within the framework of the partner countries’ planning frameworks so that the work could be extended and scaled up using national resources. In this way the Facility could have a real impact in helping partner countries achieve their Sustainable Development Goals (SDGs).

This RoK-UNOSSC Facility was a living Programme that demonstrated the significant role of South-South and Triangular Cooperation (SS & TrC) in strengthening the capacities of developing countries in Asia-Pacific towards positive outcomes on development cooperation and prospects for poverty alleviation and contribution to national development priorities aligned with the sustainable development agenda. The Partnership modality and key aspects of Phase 2 are presented in Figure 1 with descriptions of the various components of Phase 2 in Figure 2 below.

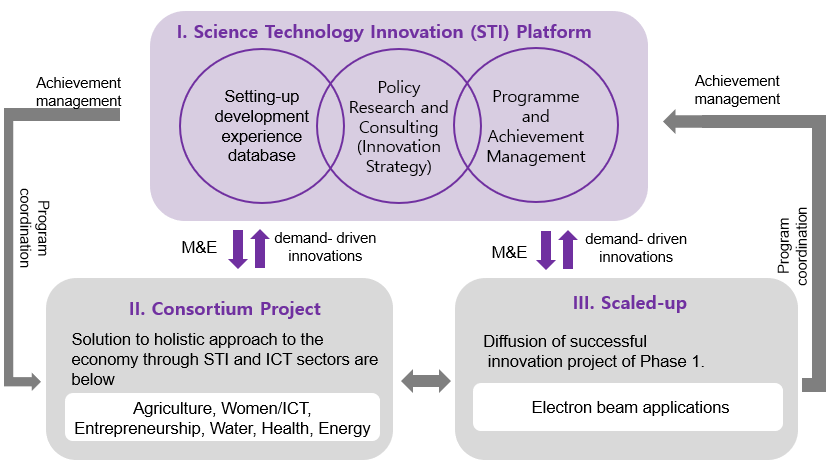
**Figure 1: Partnership modality and key aspects of Phase 2**

Diagram

Description automatically generated

*Source: Annual Report of 2019 (page 15)*

**Figure 2: Descriptions of the various components of Phase 2**



*Source: Annual Report of 2019 (page 17)*

### **Project Governance: Phase 2 Implementation Structure**

The Facility management emphasised the need to meet the highest standards of transparency and accountability as specified in the Project Document. STEPI liaised with MSIT, UNOSSC and RoK institutions to facilitate effective coordination of Korean inputs. UNOSSC administered the Facility’s entire Programme cycle management including multi-stakeholder coordination, budgeting, monitoring, and evaluation under the supervision of the Steering Committee as illustrated in Figure 3 below.

**Figure 3: Phase 2 Implementation Structure and Project Governance**

Diagram

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*Source: Annual Report of 2019 (page 21)*

### **Main stakeholders**

The ten (10) participating RoK institutions; namely, the Regional Cooperative Agreement Regional Office (RCARO); the Science and Technology Policy Institute (STEPI); UNITAR CIFAL Jeju/Jeju International Training Centre (JITC); the Technology Management, Economics and Policy Programme; Seoul National University (SNU-TEMEP); Canaan Global Leadership Centre (CGLC); Asia-Pacific Women’s Information Network Centre (APWINC) at Sookmyung Women’s University; Gwangju Institute of Science and Technology (GIST); Institute for Health and Society at Hanyang University (HYU); the Asian Institute for Energy, Environment and Sustainability, Seoul National University (SNU- AIEES, later changed its name to Institute for Sustainable Development- ISD); and Institute of Entrepreneurship and Innovation, Handong Global University (HGU-IEI) worked with Governments, academia, communities and other counterparts in Cambodia and Indonesia.

**Participating RoK institutions by component**

1. **Platform component**

* Science and Technology Policy Institute (STEPI)
* Technology Management, Economics and Policy Programme, Seoul National University (SNU-TEMEP)
* UNITAR CIFAL Jeju/Jeju International Training Centre (JITC)

1. **Consortium component**

* Asia-Pacific Women’s Information Network Centre (APWINC), Sookmyung Women’s University
* Canaan Global Leadership Centre (CGLC)
* Gwangju Institute of Science and Technology (GIST)
* Institute of Entrepreneurship and Innovation, Handong Global University (HGU-IEI)
* Institute for Health and Society at Hanyang University (HYU)
* Institute for Sustainable Development, Seoul National University (SNU-ISD)

1. **Scaled up component**

* Regional Cooperative Agreement Regional Office (RCA Regional Office – RCARO)

### **Quality assurance**

To assure quality by meeting the high standards of project governance, accountability, and transparency, UNOSSC as the Facility Project Management worked closely with all stakeholders at all stages of project implementation through consultation, conducting monitoring visits and spot checks. UNOSSC ensured that all RoK institutions continued to submit quarterly progress reports describing key progress and challenges faced as well as listing upcoming activities in the next phases as prescribed in the Harmonized Approach to Cash Transfer (HACT) for systematic monitoring and coordination. In this way, all stakeholders could easily follow-up government needs, identify constraints and actions recommended to mitigate risk(s) and facilitate the achievement of results. Some of the actions to mitigate teething problems included the assumption of direct coordination of Consortium institutions by UNOSSC in February 2019. UNOSSC Project Management became the focal entity for the Consortium group to bridge communications between partner countries and Korean institutions.

The spot checks conducted by the Project Management also assessed the soundness of the internal controls for the grants allocated to the institutions, which was, the financial control and records, procurement management, and assets management of implementing partners. UNOSSC also monitored the Facility through field visits and the reports on the visits were compiled under the Back-To-Office Report(s). These fact-finding visits took place in conjunction with national review meetings and technical consultations with multi-stakeholders. These events were supported by both local and central government counterparts and RoK institutions. They served as checkpoints to ensure every stakeholder was heading towards the same direction to deliver effective Facility outputs and strengthen coordination.

## **Project Objectives**

The RoK-UNOSSC Facility Phase 2 was designed to share RoK’s and its partners’ development experiences and know-how in science, technology, and innovation as a way of bringing knowledge and technology application to promote social and economic advancement of developing countries in line with the 2030 Agenda.

## **Intended Outcome**

Developing countries make progress in achieving the Sustainable Development Goals (SDGs) through triangular cooperation and knowledge bridging spearheaded by RoK institutions and partnering UN agencies.

## **Outcome Indicators**

Improvement in the SDGs indicators of partner countries were considered outcome indicators of the project, as a capacity building project, the RoK institutions focused on building some indicators, particularly for application in village development.

# **Evaluation overview**

This end-of-the project evaluation was part of a concerted effort in compliance with the UNDP evaluation policy relating to the scale of the project (*over USD4 million*) and provisions in the monitoring and evaluation framework that was included in the Phase 2 Facility Document, that an End-of-Project evaluation was planned and budgeted for under the Facility. The overall objective of the End-of-Project evaluation was to assess how well the project achieved its intended results. The principles and characteristics of South-South and Triangular Cooperation (SS & TrC) were core elements of this evaluation. It must be noted that this assessment was different from other normal development cooperation project evaluations being an SS & TrC project. It must also further be noted that an assessment of quantitative results alone could not be solely used to measure the success factors of this project.

The evaluation focused on its overall objective of the end-of-project evaluation which was to assess how well the project had achieved its intended results by examining the following areas: SS & TrC characteristics, project results, project management and monitoring, project activities, coordination arrangements and partnerships with the participating national and local government officials as well as other RoK institutions, local implementing agency roles including community leaders, academia, NGOs, and beneficiaries.

It must be noted that the Phase 2 Facility implementation was originally scheduled to be completed by 31 December 2020. Initially, a final evaluation was planned to take place in October 2020 as recommended by the third Steering Committee in August 2019. However, during the Fourth Steering Committee Meeting in December 2020, the Steering Committee advised that the end-of-project evaluation should take place in Q1 of 2020 as the project was extended to 30 June 2021 due to the global COVID-19 epidemiological pandemic outbreak. The extension was to allow ROK institutions to complete their work at the community level. In addition, the partners working on Phase 3 would have liked to incorporate findings from the final evaluation in the planning and implementation of Phase 3. Although at the finalisation of this report it came to light that Phase 3 now already had an approved and signed off project document.

## **Evaluation scope and objectives**

The End-of-Project Evaluation examined the following areas: 1) SS & TrC characteristics, 2) Project results, 3) Project Management and Monitoring, 4) Project Activities, 5) Coordination Arrangements and Partnerships with the participating national and local government officials as well as other RoK institutions, local implementing agency roles including community leaders, academia, NGOs, and beneficiaries. It also focused on sustainability, including exit strategies and on risk planning. The evaluation reviewed the responsiveness of stakeholders to the mid-term evaluation findings. As a triangular cooperation project, the evaluation further focused on the implementation process, particularly the application of Triangular Cooperation processes and facilitation of South-South Cooperation among the participating countries. The evaluation was conducted through a desk-top review of pertinent documents. It also included online key informant interviews (KIIs), administering a questionnaire and virtual meetings.

Overall, the evaluation was intended to be forward-looking, it captured lessons learnt effectively and provides information on the nature, extent, and where possible, the results achieved through the Facility in the 14 participating countries. It must be noted that Cambodia and Indonesia were the only two partner countries where all three components of the Facility were being undertaken.

The evidence collected by this End-of-Project Evaluation (EPE) was derived from an extensive document review, KII questionnaire administered and virtual meetings/interviews as illustrated in Figure 4 below. The evaluator believes that the approach that was taken gave a fair view of the RoK-UNOSSC Facility – Phase 2.

**Figure 4: Overview of methodology**

Diagram, text

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*Source: Evaluator’s own elaboration (2021)*

# **Evaluation approach and methods**

## **Data analysis**

This evaluation was conducted from July 2021 to September 2021. The evaluation took a mixed methods approach, using both qualitative and quantitative data and methods to inform its evidence-based findings, conclusions, and recommendations. Specific methods included document review, quantitative and qualitative data analysis, meta-analysis[[6]](#footnote-6), stakeholder consultation (*key informant interviews, questionnaire administering and virtual meetings*), and where applicable results achievement case studies for lessons learned. Specifically, the End-of-the Project Evaluation (EPE) approach involved:

1. **Attending the UNOSSC EPE Orientation Meeting**

* This provided a unique opportunity to receive an overview of the Programme and key decision making over Phase 2 implementation alongside an opportunity to discuss a few points of support, exchange ideas, and meet the UNOSSC Regional Coordination team/regional staff for Asia-Pacific in Bangkok, Thailand.

1. **Document Review (Stage 1)**

* Major strategy (*e.g., RoK-UNOSSC Phase 2 Programme Document*) and M&E documents covering the Programme were provided and a desk review of Facility documents was completed. This included a review of the Facility Programme Document for Phase 2, annual reports, deliverables, monitoring reports, progress reports, meeting reports, steering committee minutes, the Mid-term Evaluation Report of 2019 and other documents.
* The EPE evaluator conducted a comprehensive document review of the components using evidence taken from the shared Facility document database. The evaluator undertook a systematic review of all completed project outputs and delivery reports for the Facility against a consistent set of results framework / performance criteria in the approved Phase 2 Programme document. The evaluator was able to access these shared reports on the “Google drive” system <https://drive.google.com/drive/folders/>.

1. **Stakeholder interviews, questionnaire and discussion (Stage 2)**

* The evaluator undertook interviews and/or received email survey responses from relevant stakeholders for the EPE. The majority of these were from an institutional/organisational perspective rather than an individualist point of view and were on an anonymous basis to encourage open and free discussion.
* Based on the review of documents i.e., over 100 documents and video materials capturing Phase 2 work, and a questionnaire was administered and sent to Consortium, Platform, and Scaled-up project representatives. Virtual Interviews[[7]](#footnote-7) were also conducted with some representatives from: the Multilateral Cooperation Division at the Ministry of Science and ICT, Republic of Korea (MSIT), focal point institutions in Indonesia (Ministry of National Development Planning, Government of Indonesia (BAPPENAS), and Cambodia (the General Secretariat of the National Science and Technology Council, Ministry of Planning (GS-NSTC), Srey Santhor Local Government, Canaan Farmer’s School)**;** UNOSSC Regional Coordination team/regional staff for Asia-Pacific in Bangkok, Thailand; and representatives from eight of the ten (80%) participating RoK institutions; namely, Asia-Pacific Women’s Information Network Centre at Sookmyung Women’s University (APWINC); Canaan Global Leadership Center (CGLC); UNITAR Centre International de Formation des Autorités et Leaders (CIFAL) Jeju; the Regional Cooperative Agreement Regional Office (RCARO); the Science and Technology Policy Institute (STEPI); the Institute for Sustainable Development, Seoul National University (SNU-ISD); the Technology Management, Economics and Policy Program, Seoul National University (SNU-TEMEP) and the International Environmental Research Institute (IERI), Gwangju Institute of Science and Technology (GIST). Where it was the preferred choice, interviews lasted roughly 45 mins and were semi-structured. During the interviews new questions would sometimes arise based on information given by respondents, causing some deviation from the original questionnaire.
* Prior to starting the interviews, the evaluator developed a set of questions against five key themes in an evaluation matrix that guided the End-of-Project evaluation as follows: 1). Relevance; 2). Effectiveness; 3). Efficiency; 4). Sustainability and 5). Cross-cutting: Gender equality. These can be found in Annex 1 – Interview Questions. In practice, these were used to guide interviews and only certain questions were used in an interview.
* The collated list of individuals and organisations interviewed and/or received the KII questionnaire is given in Annex 2 – Qualitative Data Analysis Process and it includes UNOSSC Regional Coordination team/regional staff for Asia-Pacific in Bangkok, Thailand.

1. **Detailed output reviews, analysis and synthesis (Stage 3)**

* Project documents and interviews were analysed and synthesized. This was done using line by line coding for themes, grouping themes by relevance, and by constructing an outline based on the themes discovered.
* Although all the Programme components in the review had been implemented, the evaluator was concerned at the preponderance of scaled-up[[8]](#footnote-8) components in the review (*2 out of 3 components are being implemented in every partner country with only Cambodia and Indonesia being the only two partner countries where all three components of the Facility are being undertaken*) and wanted to ensure adequate attention to other areas of operations. Hence, the evaluator also led additional reviews on each output against the results framework and evaluation matrix criteria – these were used to inform this report, so that it is balanced, see the qualitative data analysis in Annex 2 – Qualitative Data Analysis Process. The evidence obtained and used to evaluate the results generated by the Facility was triangulated from a variety of sources, including verifiable data on the achievement of indicators, existing reports, evaluations and technical documents, interviews with stakeholders and focus groups.

1. **Writing (Stage 4)**

* The analysis was written in the form of a draft subsequently reviewed by UNOSSC through several iterations, followed by this final report. Recommendations were drawn out from this process of analysis.

## **Findings and conclusions**

This section of the report presents the findings of the EPE. The RoK-UNOSCC Programme, or the Facility Phase 2, was a unique project, as it was designed in recognition of the complex, multi-faceted issues that countries face when attempting to achieve the sustainable development goals. As such the Programme aimed to deliver one collective goal through leveraging the comparative advantage of multiple specialised RoK agencies through SS & TrC. In addition, one of the main purposes of SS & TrC, according to the Buenos Aires Plan of Action for Promoting and Implementing Technical Cooperation among Developing Countries (BAPA), was to foster self-reliance amongst developing countries through the exchange and/or transfer of knowledge, resources, and capacity. Therefore, the RoK-UNOSSC Programme aimed to achieve sustainable and scalable results through the passage of knowledge and insight as it is ultimately a capacity building initiative. The Facility/Programme was also deemed to offer actionable knowledge and practices to achieve the UN Sustainable Development Goals.

It is against this background that the Facility/Programme played a vital role in promoting SS & TrC and piloted new approaches in fostering STI partnerships. It also achieved its intended results framework: components deliverables aligned with the results framework outputs, South-South Cooperation and Triangular Cooperation (SS & TrC) results successfully despite budget reductions which required work plan adjustments whilst being demand led in the process. There was a great appreciation for RoK contribution by local and central government stakeholders, whilst the Facility also successfully headed towards a harmonized path under the restructured coordination framework. All the three (3) project components at EPE stage had contributed to strengthening human and institutional capacities for leveraging STI towards poverty reduction and inequality as presented in this report. Partner government representatives in interviews, several documents, meetings and promotional items (e.g., videos etc.) continually reiterated that the Facility/Programme was driven by successful sharing of knowledge[[9]](#footnote-9) on STI with different actors ranging from policymakers to community members including women and youth. The evaluator concludes that the Programme under Phase 2 was relevant (SS & TrC included), effective, efficient, sustainable and covered gender disaggregated data aspects over the duration of its implementation.

Without any doubt, the Facility had served as an important channel to connect for example the RCA to the external partner, UN organisations, and to complement the regular RCA Programme in meeting the regional and national development goals. It must be noted, that by expanding the outreach to the region and providing diverse activities, the project was successful in enhancing the capacity of the region in applying innovations like the electron beam technology to the respective fields. However, most countries in the region were still in need of appropriate technology transfer, stronger manpower in building necessary infrastructure and absorbing this technology, although the efforts made through the Facility had resulted in fruitful results. Adequately trained workforce and technical experts are crucial in adopting, operating and managing the technology. In this regard, participating countries strongly recommended to seek for possibilities for a follow-up project that will continue the expert networks and provide further capacity building activities. Thus, according to expressed demand, follow-up action plans are highly desired to foster the technological development in the region. At the same time, ways and means to support the South-South and Triangular Cooperation already built and developed throughout the project should be specifically identified for sustained future development.

Bearing in mind the complexities of this project and its ambitious aim of delivering sustainable and scalable change, there were many insights gained in this end of project evaluation. Overall, as it stood the Programme was seen by the main stakeholders as an overwhelmingly positive project. It had many benefits and opportunities, not only for the receiving countries, but also for Korean Institutions operationally implemented through SS & TrC that added value to the development cooperation partnerships that existed throughout its implementation. The Programme leveraged a broad range of financial resources, knowledge and technical expertise, facilitating innovative solutions for tackling development problems. Moreover, this SS & TrC modality generated an enabling ecosystem for peer learning with horizontal and equitable partnerships throughout flexible arrangements based on shared responsibilities. The evaluator considered this Programme bore all the hallmarks of shared commitment for the implementation of an SS & TrC initiative, as listed in Table 1 above, and the evidence from the evaluation suggests the following aspects strongly stand out on this Programme:

While the feedback mentioned above points to positive results, the purpose of this evaluation was to build an understanding beyond what worked well, and closely examine any challenges and capture lessons learned that can be improved upon for future programming, so that, going forward, future phases of the Programme can be improved to maximise results. In addition, future Programmes could also benefit from any miscalculations or oversight that took place during Phase 2.

### **Intended project results achievement**

This section of the report uses the Results Framework: Component’s deliverables aligned with the results framework and the South-South Cooperation and Triangular Cooperation (SS & TrC) characteristics, to discuss whether the project achieved its intended results? The analysis is focused on the following areas: SS & TrC characteristics, project results, project management and monitoring, project activities, coordination arrangements and partnerships with the participating national and local government officials as well as other RoK institutions, local implementing agency roles including community leaders, academia, NGOs and beneficiaries.

### **Intended project results achievement and uptake of Mid-term Evaluation findings**

Under this aspect, the EPE also focused on risk planning and reviewed the responsiveness of stakeholders to the mid-term evaluation (MTE) findings. In December 2018 – January 2019, an MTE was undertaken to provide a comprehensive assessment of the project progress at its mid-way point to strengthen implementation for the remaining project duration. The MTE helped stakeholders to understand the barriers that some of the institutions faced in implementing the project. Findings highlighted benefits to partner countries and participating Korean institutions. However, localization, communication, risk identification and administration/logistics were identified at the time as remaining challenges. After the completion of the evaluation report, Project Management convened a post-midterm evaluation coordination meeting to scrutinize and assess project activities aligned with the demand of governments. Since then, the Facility stakeholders put in place the response measures 3.2.2.1 – 3.2.2.6 listed below as MTE findings uptake/responsiveness.

#### **Direct Coordination and additional coordination arrangements** **to deliver as one**

UNOSSC served as the implementing entity throughout Phase 2 aligned with UNDP/UNOSSC Direct Implementation modality. For Platform and Consortium components, a focal coordinating institution was appointed for effective coordination and communications. STEPI took this role for the Platform group and Canaan (CGLC) was responsible for Consortium institutions. After the midterm evaluation, a post-midterm evaluation report workshop was held in January 2019. To enhance communications with project stakeholders, UNOSSC took the coordination role for Consortium institutions in project implementation with a focus on ensuring that the outcomes and outputs of Programme document and demands by Governments are met. Cambodia and Indonesia government representatives also became part of the Steering Committee since 2019 SC meeting for ownership and accountability.

In order to work together to enhance coordination to “deliver as one”, these concerted actions at a country level resulted in the achievement of the following outputs: 1). harmonization of village index in Indonesia and 2). establishment of a Technology Business Incubator (TBI) in Cambodia for example, led by the Platform institutions. Also, the Government of Indonesia’s commitment to establish a South-South Centre of Excellence on Village Innovation (SSCEVI) based on the work of Consortium institutions; raising the public and policymakers’ awareness on electron beam applications in countries without the facilities; and advanced joint research and development (R&D) as well as technical exchanges on advanced applications of electron beam technology in diverse areas such as sterilization of bank notes, degradation of industrial effluents in water, and food preservation and production.

#### **Quality assurance**

To assure quality by meeting the high standards of project governance, accountability, and transparency, UNOSSC as the Facility Project Management worked closely with all stakeholders at all stages of project implementation through consultation, conducted monitoring visits, spot checks and monitoring visits. For systematic monitoring and coordination, UNOSSC also ensured that all Korean institutions continued to submit quarterly progress reports, describing key progress and challenges faced, as well as listing upcoming activities in the next phase as prescribed in the Harmonized Approach to Cash Transfer (HACT). In this way, all stakeholders could easily follow-up government needs, identify constraints and actions recommended to mitigate risk(s) and facilitate the achievement of results. Some of the actions to mitigate teething problems included the assumption of direct Coordination of Consortium institutions by UNOSSC in February 2019. UNOSSC Project Management became the focal entity for the Consortium group to bridge communications between partner countries and Korean institutions. Overall findings of the programme quality assurance highlighted improvements being evident since the MTE.

#### **Spot checks and monitoring visits**

The spot checks conducted by Project Management assessed the soundness of the internal controls for the grants allocated to the institutions, i.e. financial controls and records, procurement management, and assets management of implementing partners. UNOSSC monitored the Facility through field visits and the reports on these visits were compiled under the Back-To-Office Report(s). These fact-finding visits took place in conjunction with national review meetings and technical consultations with multi-stakeholders. These events were supported by both local and central government counterparts and RoK institutions. They served as checkpoints to ensure every stakeholder was heading towards the same direction to deliver effective outputs and strengthen coordination of the Facility. Overall findings of the spot checks and monitoring visits highlighted benefits to partner countries and participating Korean institutions.

#### **Risk assessment and planning**

Being an experimental project by nature, with a complex design and many stakeholders, it had many risks. In designing the project, attention was given to anticipate and address the risks likely to be faced by the implementers. Due to the different modalities of operation and differing mandates, institutions could have found it difficult to work together. Hence, existing coordination mechanisms would have been inadequate for a Consortium. To mitigate this, a coordinator of each component was selected by peers at the request of UNOSSC and STEPI.

The institutions that were selected to work under Phase 2 may not have had the experience in the new partner countries that would be selected on a demand basis. However, to mitigate this, the project management insisted that implementing institutions should be sensitive and responsive to countries’ needs.

In 2019, new risks emerged when the Government of Korea indicated that due to resource constraints, there was a chance that the Government would not fully provide the USD4,000,000 as budgeted in the project. This risk possibility was brought to the attention of implementing institutions with a request for them to plan annual work plans that would be flexible to absorb the grant reduction. The resource reduction was estimated at USD150,000. The attention to this early warning led to the Steering Committee deciding to reduce the grant amount from USD350,000 to USD330,000. With the advent of COVID-19, the resource cuts had not affected the achievement of project outputs.

The outbreak of the COVID-19 global epidemiological pandemic and its impact on the project was another risk that emerged. The outbreak of COVID-19, its subsequent “lock-downs” and social distancing requirements would stall implementation on aspects directly linked to in person dependant activities. However, to minimise the impact of the COVID-19 on project implementation, during the Fourth Steering Committee Meeting in December 2020, the Steering Committee advised that the end-of-project evaluation would take place in Q1 of 2020 as the project had been extended to 30 June 2021 due to COVID-19. The extension was to allow ROK institutions to complete their work at the community level. Other ROK institutions utilised relevant IT technologies and encouraged project stakeholders for active participation through online activities. STEPI’s Capacity Building Workshop approach, shifted to holding/planning online workshops for Capacity Building for example. For CIFAL Jeju there was a shift in workshop modality to use an online platform to help enlarge the participation base, which included those from countries in Latin America, Africa, and the Middle East. This allowed CIFAL Jeju to facilitate expanded networking amongst participants, greater distribution of best practices and experiences, and have more flexibility in terms of the theme and target audience of its workshops. It was expected that the capacity CIFAL Jeju had built over the years would turn into collective capacity development of its partners and the recipient communities. Even for monitoring visits to each of the participating countries, at least two coordination meetings in Cambodia and Indonesia’s activities in 2020 were monitored virtually with the outbreak of COVID-19.

Clearly these risks were addressed by strengthening the planning and data gathering arrangements before implementation and asking the Platform and the Consortium Groups to select project coordinators. There was no need for a coordination mechanism for the Scaled-up project as only one institution was selected for Phase 2 under this component.

At this point much can be deduced on the extent to which adaptive management had been used in the project since the core aspects of the project were impacted differently by the various risks already mentioned above. However, despite the fundamentally changed project activities implementation context due to Covid-19, all project results were achieved – this implies that adaptive management had worked effectively due to proper risk assessment, planning and adequate mitigation measures being put in place timeously.

#### **Logical framework approach or Log frame[[10]](#footnote-10)**

Its acknowledged that the Facility used a results framework and the results framework is captured in the project document. Throughout implementation, this was revised in consultation with partner countries and RoK institutions and endorsed by the Steering Committee. However, the MTE recommended that the Facility utilises a log frame, however, adopting a logical framework approach wouldn’t have been logical midway through project implementation timelines i.e. in year 2 of a 4 year programme, as log frames are a tool for improving the planning, implementation, management, monitoring and evaluation of projects. Hence, successfully changing Programme design midway through the implementation of Phase 2 wouldn’t have been strategic, effective and efficient. The log frame is a way of structuring the main elements in a project and highlighting the logical linkages between them – this would assist with strengthening the level of connectivity of project activities between platform and Consortium teams yet enabling the Programme to plan its activities working towards the same result areas together. This would allow for more synergy where possible from the start of a project of phase. Hence, a Log frame would enable further opportunities for joint planning by UNOSSC, STEPI and the other institutions that would be done under the guidance of the Facility component coordinators. The coordinators would easily ensure that there is clearly communicated delineation of duties across the Programme. As such, this could have been strongly considered for development and implementation for future use with non-exhaustive illustrative examples that can be adapted given in Table 7 and Table 8.

However, based on the evidence reviewed, there is evidence to conclude that at this EPE stage, that except for the log frame, the stakeholders had been responsive to the mid-term evaluation findings, incorporated them and implemented them.

For brevity purposes, it is assumed under this section that the reader is familiar with and can refer to the intended output indicators presented in the Phase 2 results framework and its respective components/deliverables aligned with this results framework as the assessment of progress against the output indicators presented in the RoK-UNOSSC Facility Phase 2: Annual Reports published by UNOSSC and STEPI.

The evaluator made detailed assessments of each of the RoK-UNOSSC Facility Phase 2 output areas, combining interviews, a document review of key output area activities, and a more formal proforma-based desk review of output project activity documents.

#### **Intended results achieved from results framework**

The original result framework for Phase 2 as per the signed off Facility/Programme documents is captured in Table 4 below. The RoK-UNOSSC Facility Phase 2 output areas assessed were the ones listed in below and a synthesis of these assessments was also presented according to each output. The table clearly captures each intended result(s) achieved from the results framework against the components deliverables, as aligned with the results framework. It must be noted that in response to demand (*with the Facility being demand led*), some adjustments (*minor additions and/or changes*) were made based on joint work planning, review and consultative meetings. The harmonization of village indicators in Indonesia and establishment of technology-based business incubator for example are new initiatives that had been added to the revised results framework.

**Table 4: Intended results achieved from results framework: components deliverables aligned with the results framework**

| a). Platform component’s deliverables aligned with the results framework | | | |
| --- | --- | --- | --- |
| Intended Outputs | Output targets | Indicative activities | Results achieved  [Yes , or Unclear  or No ] |
| 1. Knowledge and Innovation Platform established | 1.1 A fully functional platform created by the second year of the project, all Phase 1 data uploaded.  New research and baselines uploaded year 3 to year 5. | 1.1.1 \*105 case studies on innovation uploaded (SNU- TEMEP) accumulated since Phase 1.  \*Best practices publication developed and disseminated (CIFAL- Jeju)  Baselines conducted and guided by Platform Group | Yes[[11]](#footnote-11): 130 case studies uploaded up as of January 2020 (70 cases from Phase 1, 60 cases from Phase 2); available on the online platform developed by SNUTEMEP (<http://idn.snu.ac.kr/>).  Baseline survey in each of the geographical areas/communities of work. |
| 1.1.2 Directory of Korean and regional ICT institutions on Science ICT created | Yes: STEPI and platform institutions completed the work on building the directory of regional institutions and experts (*including women*) on Science, Technology, and Innovation (STI) of ASEAN+3 countries, but to enrich the content, STEPI decided to expand the regional scope by including member states of South Asian Association for Regional Cooperation (SARRC). |
| 1.1.3 Knowledge products from Phase 1 uploaded | Yes: knowledge products uploaded on the Innovation and Development Network (IDN) website (<http://idn.snu.ac.kr/>). |
| 1.1.4 Directory of Korean and international experts on STI created | Yes: STEPI shared the completed version of STI Directory with UNOSSC and other platform institutions, and it was uploaded on the South-South Galaxy website to promote an active international cooperation of STI policy and ICT in Asia. |
| 1.1.5 A functional Technology based Business Incubator, in Cambodia. | Yes: The Technology based Business Incubator (TBI) launched and has undertaken preliminary assessment on the need of national policy and institutional framework to support technology driven start-ups in Cambodia. |
| 1.1.6 Village Harmonization Index, Indonesia | Yes: Support review of Village Harmonisation index in Indonesia. Workshop and methodology. |
| 1.1.7 Progress monitored, at least two annual monitoring visits | Yes: Mid-term evaluation completed, 2 monitoring visits to each of participating countries, at least two coordination meetings in Cambodia and Indonesia. |

| b). Consortium project’s deliverables aligned with the results framework | | | |
| --- | --- | --- | --- |
| Intended Outputs | Output targets | Indicative activities | Results achieved  [Yes, or Unclear or No] |
| 2. At least one integrated community project implemented | 2.1 Baseline activities completed before actual capacity development work takes place. Results captured consistently and given to platform. | 2.1.1 Baselines completed | Yes: Completed in that institutions are working in one (1) District. Baselines were conducted by  each Consortium institution[[12]](#footnote-12). |
| 2.1.2 Capacity development workshops undertaken | Yes: Completed (19 events: 16 capacity development training, 2 Benchmarking field trips and 1 exhibition). |
| 2.1.3 Results monitored and submitted to platform | Yes: Case studies prepared and is being reviewed. |

| c). Scaled-up project’s deliverables aligned with the results framework | | | |
| --- | --- | --- | --- |
| Intended Outputs | Output targets | Indicative activities | Results achieved  [Yes, or Unclear or No] |
| 3. One or two projects scaled up | 3.1 Project activities either scaled up to more countries or new targets in terms of technology diffusion defined. | 3.1.1 Review workshops | Yes: One (1) workshop convened for 15 participating countries. |
| 3.1.2 Training of Trainers (TOTs) | Yes: Two (2) Expert Missions deployed to Vietnam (March)  and Bangladesh (September).[[13]](#footnote-13) |
| 3.1.3 Results monitored and submitted to platform | Yes: Mid-term Review conducted; outcome report and 2020 work plan agreed by the 15 participating countries (including the RoK) submitted progress and achievements of the Scaled-up project with SNUTEMEP. |

| d). Deliverables based on results framework from the Programme Document (STEPI) | | | |
| --- | --- | --- | --- |
| Intended Outputs | Output targets | Indicative activities | Results achieved  [Yes, or Unclear or No] |
| 4. Effective coordination of Korean inputs facilitated | 4.1 Local consultative meetings, preparing required documents for Ministry, translation done for Government counterparts. | 4.1.1 Local coordination per STEPI TOR completed | Yes: STEPI hosted coordination. Meetings with RoK institutions in January 2019, based on recommendations from the midterm evaluation meeting including the meeting on August 9th. Continues to liaise MSIT and UNOSSC. |

| e). Deliverables based on results framework from the Programme Document (STEPI) | | | |
| --- | --- | --- | --- |
| Intended Outputs | Output targets | Indicative activities | Results achieved  [Yes, or Unclear or No] |
| 5. Project Monitored | 5.1 Monitoring of project-by-project management. | 5.1.1 Project monitoring per monitoring plan. At least two (2) annual consultations in Korea. | Yes: Undertaken all activities accordingly[[14]](#footnote-14). |

Based on the evidence reviewed for the aspects captured above, the evaluator concludes at this EPE stage, that the project achieved its intended results as set out in its results framework against its components and no major changes to the original results framework had been made. However, they had been some difficulties and limitations around: a). Platform component’s work area specifically about “matching the demands of the project scope” stemming from the fact that Cambodia and Indonesia’s development demand scopes were not documented at the initial stage in 2017. STEPI and platform team had to find out the practical issues to solve by convening consultation meetings and capacity development workshops. Thus, the cooperative programs with other institutions were on one hand effective as aforementioned, but on the other hand unnecessarily time-consuming and often less efficient. For example, the physical distance amongst three RoK institutions was evident, and it was hard to exchange ideas because the three RoK institutions had expertise in different parts of knowledge generation and dissemination. Although each institution took a leading role on parts it specialised in, **Observation 2** has recommended remedial actions for undertaking to address matching the demands of project scope and managing expectations.

During the project, there seemed to have been a continuous effort between the platform team and the Cambodian and Indonesian governments to collaborate, and the scope of the project sometimes changed or widened (*i.e., scope creep*). Changes in project goals and processes are often inevitable, and the requests from the governments were reasonable, yet required additional efforts by the platform institutions both financially and physically. In future the goals of the knowledge sharing process should be made clearer and needs more specific outcomes agreed upfront with the partner countries in the work plans of what is going to be done/implemented discussed prior with government partners, so that they fully understand and comprehend the project’s scope and available resources (*both financial and human*). Evidence suggests that not every partner fully understood the notion of SS & TrC and what this entailed when a comparison of the lived project’s experiences in the different geographic regions[[15]](#footnote-15) is made – there are in stark contrast with each other at times.

It also appears from a communication and coordination point of view that it was difficult to work together due to different work circumstances and timelines when there was a need to have united quarterly meetings. Coordinating each party with different views and stances required more careful communication and close monitoring. It could have been challenging in order to reach consensus among various Korean facilities and stakeholders.

Finally, it was important to establish and proceed with localised customised business plans through a lot of communication with partner government(s) and other relevant local stakeholders rather than unilaterally pushing forward the project.

From the evidence, it is thought that it would have been more effective for the project host to spell out the details of the project’s great purpose through coordination efforts with the project’s target audience. This business approach would have also helped strengthen the capabilities of the end-beneficiary and intermediate partners in the long term yet also enhancing a better understanding of the notion of SS & TrC and what it entailed.

### **Relevance**

The project was implemented in accordance with its initial design and arrangements as specified in the approved Project Document. The project design was simple, yet complex and straight forward and many of the targets were reasonable and relevant. The design and focus of the project were relevant. As an SS & TrC project, the evaluation focused on the implementation process, particularly the application of triangular cooperation processes and facilitation of South-South cooperation among the participating countries. In this context, one institution had to play a role of bridging the recipient countries to facilitate South-South Cooperation, or a role of supporter to other implementing institutes to facilitate Triangular Cooperation. CIFAL Jeju for example, organised capacity-building workshops in a more collaborative way so that the capacity requirements for local projects by other partner institutes could be properly addressed in its training programs.

STEPI also shared a completed version of STI Directory with UNOSSC and other platform institutions, and it was uploaded on the South-South Galaxy website to introduce centres on excellence on STI research and project in the region and promote greater SS & TrC in STI which is an attribute of an SS & TrC project.

There were instances where at least three (3) of the RoK institutions worked together, for example, APWINC, CGLC, HYU, GIST and SNU-ISD worked together at Cisolok village (Indonesia) and Srey Santhor (Cambodia) around capacity development training, benchmarking field trips and exhibitions. This was a clear indication of SS & TrC being implemented horizontally and laterally. It was an indication that the SS & TrC project adds value to development cooperation partnerships. Moreover, the SS & TrC project generated an enabling ecosystem for peer learning and horizontal and equitable partnerships throughout flexible arrangements based on shared responsibilities. Clearly, SS & TrC project in this case had leveraged a broad range of financial resources, knowledge and technical expertise, facilitating innovative solutions for tackling development problems. Importance of the regional project in developing the human and institutional resources in the respective countries must continue to be a focus area. Although the region consists of the countries with different levels of development and different types of needs, the common and shared issues still exist that regional projects can be the platform for the self-study and self-growth of the region, by learning from and leaning on each other.

Based on the evidence reviewed by the evaluator, the project was relevant.

### **Effectiveness**

The management processes (*like additional coordination arrangements; quality assurance; spot checks; risk assessment and planning etc.*) were in place. They were appropriate and effective in supporting delivery. The project’s M&E mechanism also contributed towards meeting project results as the project achieved all its overall objectives. The envisaged results (*outputs*) were achieved to a full extent as shown in Table 4.

The project was effective at being responsive to the identified needs highlighted above in section 3.2.3. The project effectively promoted SS & TrC amongst participating countries as highlighted in Table 1 with very effective management and accountability structures in place. The project as an example, effectively responded to the identified local demands from the Government of Cambodia that were described in the consultation results which STEPI responded to. With Covid-19 limitations, all RoK institutions participated in a workshop hosted by UNITAR on the 2nd and 3rd of June for sharing performance till then, discussed difficulties and lessons learned in the project. Despite Covid-19 the Knowledge Sharing Management System was still operational and running, which was an indication of how the project adapted itself effectively without halting implementation.

It must be noted that technology transfer was not merely educating the personnel or buying a machine for a country. The institutional and human capacity at a national level would be firmly built at the same time, to effectively import, modify and operate the technology according to the national needs. For example, the high cost of the electron beam infrastructure and unstable policy status had been a big hurdle and the transfer had been more time-consuming in some countries than expected. Yet, participating countries still had shown a gradual development in strengthening infrastructure in the area, widening the R&D, promoting the technology both to the public and end-users, and enhancing the South-South cooperation, making a firm ground for the sustainable development in the region which made the project effective.

### **Efficiency**

#### **Project management structure as outlined in the project document**

The project management structure as outlined in the project document and illustrated in Figure 3 had been efficient in generating the expected results, with the achievement of the actual/expected results (*outputs and outcomes*) justifying the costs incurred. It must be noted that the achieved results had been planned for based on a USD4,000,000 budget but due to resource constraints, a resource reduction estimated at USD150,000 was made. Despite new risks emerging in 2019 with the advent of COVID-19, the resource cuts did not affect the achievement of outputs efficiently. As such the available resources were effectively utilised. UNOSSC Project Management became the focal entity for the Consortium group to bridge communications between partner countries and Korean institutions to keep project implementation efficiency as efforts of individual institutions were harmonized and integrated for greater purpose and efficiency.

#### **Project activities overlap and duplication**

The evidence gathered from the interviews and literature review suggested that the project activities did not overlap and didn’t duplicate other similar interventions (*funded nationally and/or by other donors*). They aligned well with other interventions aiming to achieve similar objectives in response to identified local demands from the Government of Cambodia that were described in the consultation results which STEPI responded to as an example.

#### **Project financial management processes and procedures**

There were isolated instances where project implementation was delayed during Phase 2 due to the unstable flow of business expenses pending budget amounts to be dispensed for a particular calendar year between MSIT and UNOSSC – there appeared to have been a huge gap in existence on these isolated instances between the time when an institution received its transferred funds and the time when the institution spent the funds. Inflow and outflow of funds didn’t always match. Apart from project implementation, it also took a lot of time and effort for some RoK institutions to get used to the HACT system of the project with some even struggling to grasp the project expenditure budget account codes. In addition, during Phase 2 the budget allocation schedule was on a quarterly basis, which hindered certain partners from always having adequate cash flow if their HACT system quarterly financial reports were incorrect. However, the evaluator concludes that despite these isolated instances, adequate project financial management processes and procedures were in place during project implementation for Phase 2.

### **Sustainability**

#### **Sustainability: Constructing localized strategy for cooperation**

The project managed to construct localized strategies for cooperation that bodes well with the sustainability of the interventions undertaken beyond the project duration. To set up phased strategies based on the status of the participating countries and regions, RCARO for example divided participating countries into three stages to analyse each state. This allowed RCARO to objectively determine what state each country was at, to identify the gaps of advancement, and make the project activities more needs driven[[16]](#footnote-16). This also made it possible to know what processes or activities were required to move to the next level, by sharing common problems and best practices among the countries. Furthermore, this allowed the project to utilise the already available expertise and resources in the region, promoting SS & TrC to enhance the outcome of this project.

Platform and consortium institutions identified the most needed support in project sites and tried to match that with the capacity building support that they could offer. RCARO also focused on what local countries really needed, since cooperation should be made based on local demand – an aspect that makes development programs sustainable. In Mongolia for instance, they requested on how to treat wastewater generated after using an electron beam. For this, an expert was dispatched to lecture on electron beams, a technique used for reducing sewage waste. Hence, by analysing regional needs, rather than general consultation on technology, it was possible to provide appropriate cooperation to address the needs and problems felt by each region.

However, the applicability of some workshop sessions and case studies in certain instances was a challenge. Despite this in the workshop group discussions, the platform institutions provided best practices of RoK and other countries, but they were difficult to always adapt practicing in a unique target area. Not only for the workshop lectures, but also the Korean case study documents, as they had limitations in applicability in Indonesia or Cambodia, especially considering that the high-development period of Korea was decades ago, and most innovation policies can be hard to replicate. The platform team’s workshops tried to cope with this limitation with UNITAR’s City Share methodology.

#### **Sustainability: Disseminating knowledge and skills through local activities**

The dissemination of knowledge and skills through some project activities strengthened SS & TrC. Its increased group independence and regional interdependence, leading to sustainable development. At a national level, it has strengthened human and institutional capacities, facilitated the installation of electron beam facilities, and increased cooperation between institutions and the private sector. If R&D becomes more active in the long run, more valuable goods will be produced and commercialised, and the contaminated environment will be restored.

At the Consultative Workshop on the 2020 Workplan Formation in Cambodia, GS-NSTC expressed its interest in enhancing sustainability of Technology-based Incubating (TBI) centre, funded and supported by STEPI. STEPI notified GS-NSTC that it would organise activities such as capacity building workshop to support the operation of the TBI center in 2020. Both parties agreed to look forward to preparing a sustainable exit strategy in 2020. For Indonesia, STEPI developed indicators for Monitoring and Evaluation of Village Innovation Project as well as other Village projects. Through these indicators, knowledge sharing performances could be assessed in the areas of Consortiums through innovative integration of STI. In addition, roles and responsibility for the implementation were clarified, and bottlenecks were identified through continuous interaction with the Indonesian government, and capacity building workshops convened which were all illustrative examples of disseminating knowledge and skills through local activities.

This dissemination of knowledge and skills through local activities was also undertaken on a very wide scale that’s relevant, effective and efficient for the project to achieve its intended outcomes and objectives. During this it was evident that language barriers were not a big problem for those who had completed higher education, such as policy makers. But it was often found as a notable barrier when communicating with local community members, or some government officials. As such, the effectiveness of workshops could have been higher with better translation processes. In Cambodia, HGI found it difficult to find a partnering organisation such as Duta Wacana Christian University (DWCU) in Indonesia, which could be utilised with the HGI’s education program, to organise the education program themself in the future for sustainability of the program. Entrepreneurship education that’s shorter than a week, such as that HGI did in Cambodia was also less effective than that of spending a whole week.

#### **Sustainability: Appropriate technology knowledge transfer**

Having an opportunity to learn innovative agriculture technology did not provide physical training only but also spiritual training. It was evident that it can be explained as ‘mind-set transformation’. The RoK institutions learned and realised that mind-set training should be done prior to technology training. It is evident that benefactors had modified the knowledge to their daily life at the model farm. As an example of this, the importance of waste management for protecting and sustaining the environment, the value of cooperation in community and doing organic farming are core ideas that they had carried on with since they completed the training. They had also been trying to mobilise their neighbourhoods through their performance. They always remembered that they should be role models to others since they were trained as transformed leaders. The direct impacts for the project participants managing the model farm and conducting expansion training was the experience and knowledge transfer gained from doing all the necessary activities. The project participants were the recipients of trainings and programs of the RoK institute but now they were ready and providing what they gained to the locals. Hearing about the technology knowledge transfer skills and values shared during the project would influence others and it can have indirect impact. Promotion of the project was done by local government to support the UNOSSC project as it would benefit the citizens of Sukabumi Regency and Srey Santhor district to know about the ongoing project in the region. Local farmers and local government were also paying attention to what was really going on in the villages where project activities were being implemented and having the willingness to support project Consortium organisations whenever there was something that required assistance. This could have been a trigger to further strengthen relationships between local government, local farmers, and a possibility to have self-conducting and self-supporting project attempts, case productions and success for development of the region stimulated by technology knowledge transfer.

It was also evident that the sustainability of appropriate technology knowledge transferring carried out by CGLC was related to income generation of trainees. Budget and training support helped improve project performance as they were more revenue assurance in the project process. This was because it was believed that it would lead to motivation of the residents to continue to participate in project activities.

Despite this success, adjusting the project program to the local environment was a challenge when the networks already built in some project geographic regions had all been replaced by new office bearers. The project execution was also delayed due to the need to re-explain the project to the new office bearers. At times the lack of prior recognition of religious holidays by the RoK institutions also delayed project activities implementation.

#### **Sustainability: Stimulating business incubation, future business plans and R&D activities**

It is evident that in Cambodia, STEPI found that Cambodia’s business incubation was becoming a big trend, while the World Bank and other IGO’s support were getting increased. So STEPI published a consulting paper that included Cambodia’s Innovation Eco-System Status, Start-up cases of Cambodia, RoK’s Innovation Eco-System Status, and lastly benchmarking points of Korea’s experiences including Korea Advanced Institute of Science and Technology (KAIST) and co-working spaces so that Cambodia could theoretically understand. STEPI also designed an operational strategy for ‘Start-up Incubating Knowledge’ and ‘Business Shared Spaces’ by holding a workshop for a practical guideline for an operation of Technology-based Business Incubation Centre.

It is evident that active R&D activities were undertaken in environment treatment. India succeeded in simulating textile industry effluent showing enhanced biodegradation. Malaysia started a project on exploring the potential of EB irradiation on removal of pharmaceutical residue in Sewage Treatment Plant (STP) effluents. In Sri Lanka, feasibility studies were conducted on the EB treatment to degrade selected pharmaceutical contaminants in water. In the Philippines, Farmer’s Field Days were held to enhance the farmers’ awareness about the role of EB irradiated Carageenan Plant Growth Promoter (PGP) in increasing the plant yields. Indonesia was successful in applying chitosan to hens as an animal feed supplement which led to daily production increase.

On the other hand, IHS's program was intended to create networking systems together with the local government's health and education ministries so that partner countries could set up health agendas and proposal on their own and carry out project activities developed. However, the sudden extension of the project caused financial problems, which made it inevitable for future business plans and periods to be changed. If only this problem was comprehended, then IHS expected to implement a more solid and sustainable business with its partners. Even though using other existing success factors, the government created a system which enabled the health and education ministries of each country to carry out the project together to ensure the sustainability of the project.

#### **Sustainability: Coordination and building sustainable networks through South-South Cooperation**

It is evident that due to strong coordination and sustainable networks building through South-South cooperation, network building and knowledge sharing with the private/public sectors led to more opportunities for the end-users and facilitation of the EB applications. Indonesia provided irradiation services for commercial purposes, mainly for sterilization of medical products, pharmaceutical and cosmetics. Malaysia conducted a capacity building Programme for Small-Medium Industry (SME) entrepreneurs in rural area and provided mushroom tea (irradiated) production training package through which 125 people benefitted.

South-South cooperation was strengthened through collaborative activities undertaken by the participating countries. Sri Lanka brought the wires and cables to Malaysia for the data collection for feasibility study on industrial application of EB and succeeded in persuading the industrial partner, ACL Cables. Indonesia provided Mongolia with irradiated oligochitosan and bio fertilizer to be used for an experiment on the growth of sweet pepper and tomato plants. The experiment showed sweet pepper fruit with 100% increased of yield while tomato plants with 263% increase. India educated fellows from Myanmar through on-site training in food irradiation and value addition to polymeric materials for industrial applications.

However, institutional and geographic drawbacks had also been sighted for the Institute of Entrepreneurship and Innovation, Handong Global University regarding the coordination with the UNOSSC, especially in the budget and finance area and communication with the relevant organisations – it would have required an additional researcher/coordinator/project manager for more smooth cooperation.

#### **Sustainability: Leadership, dissemination and sharing of project results**

Elements of sustainable leadership, dissemination and sharing of project results are evident from when IERI was compiling water consumption and student health data from the system installed in 2019. According to an initial survey, the GDM water treatment system was believed to be working well, thanks to sustainable technology (*long-lived filters, low maintenance costs and non-power usage*), that has improved access to safe drinking water. However, more systems and resources were needed to further expand the technology to some communities. Since the application of the system was simple and could be done by local support from the country concerned, more support was required along with the central government’s monitoring of current and future related projects. There was also some concern raised in the process of working with Consortium groups, where it is claimed that the lack of group leaders was regrettable. It would have been better if the UNOSSC had helped create a better cooperative group.

### **Cross-cutting: Gender equality**

#### **Women business support and monitoring**

It is evident that selected women participated in the training programs through business education. They learned about entrepreneurship building, business group formation, and business planning. Through ICT education, they also learned basic mobile phone technology, how to take pictures with their cell phones, and how to use Facebook (*posting, messengers, etc.*). APWINC provided the women with mobile phones for ICT education and future business activities. Mentoring sessions were also provided for effective business and ICT training. In the business mentoring sector, general guidelines on safe vegetable production training (*by the Department of Agriculture*), packaging, storage and quality management of fresh vegetables, bookkeeping and records, and how to work as a group were provided, while in the ICT mentoring sector, training on how to use Facebook pages and business promotion through Facebook was conducted.

Benchmarking visits for women Agricultural Cooperative (AC) leaders to learn on AC management practices and agricultural technical skills from the well-established ACs in Battambang and Siem Reap, Cambodia were organised. They sold their vegetables through the cooperative with their total sales between April and June 2019 being around USD 250 on average and enjoyed somewhat USD 22 of net profit on average from their orders. To promote their products, the AC members met face-to-face with potential customers – households, restaurant owners, supermarkets – in the Phnom Penh area as well as their neighbouring villages and posting pictures of their farms and products on Facebook. They also hosted existing customers who had been suspicious about the quality of the AC’s vegetables to the AC members’ farm and showed these customers the members’ growing activities. One of the customers brought a portable tool to check chemical residues in the vegetables.

#### **Establishing localised training programs for Women**

It is evident that training that met the needs of local women who were the final beneficiaries was done. The participants were expected to gain knowledge of agricultural businesses and basic ICT technologies, which would also help their business but also give a boost to their economic status. The development of these programs was made in Indonesia and Cambodia, respectively, after collecting opinions on the results of field surveys and the characteristics of local partners in the region.

In Indonesia, the basic use of smart phones was already being made among local women. However, the formation of the foundation of the agricultural business sector was insufficient because it was not previously an agricultural area. Thus, a new education plan was established based on the judgment that it was more appropriate to local brands and sell processed foods produced by local women. In addition, Indonesia used these existing facilities to provide ICT technology education as village offices were well established by region.

In the case of Cambodia, the government tried to create an environment in which local women could actively cooperate and make common decisions during ICT technology education, judging that the region was not equipped with a local social system. As a result, local women could actively utilise communication platforms such as Facebook Messenger and form communities as women living in the same region in the process of planning sales.

#### **Constructing sustainable network** **for Women**

It is evident that in Indonesia, by organising a group of facilitators, a public-private-academic partnership was established. The enhanced cooperation between local governments, universities, NGOs, citizens and society led to greater efficiency in project implementation and secured project effectiveness and sustainability.

Since the facilitator group was formed by utilising the local administrative system, group members have enough knowledge of local resources. Therefore, they were able to develop locally tailored education programs, which would bring more stability and sustainability even after the project was completed.

APWINC found and actively utilised an official government-led community organization called PKK (Welfare Activity for Women Households) and actively engaged with the organization. This made it much easier to identify and mobilise beneficiaries of the project through the group. The APWINC also understood that it was useful to encourage participation in projects by understanding and considering and utilising the support policies of local governments related to projects. Through the Seoul-invited workshop, they were able to learn about RoK’s agricultural business environment and examples. In particular, the case of Wonju Regional Food Cooperative gave participants a good chance to benchmark.

#### **Active cooperation and localised work plan for the benefit of women**

It is evident in the case of Indonesia, that the area for business was originally not an agricultural area and agricultural sales were not actively being carried out, so there were problems initially in the process of the project. However, APWINC was able to solve the problem through the advice of their partners. The area was able to provide education to local women in a more necessary form through advice to sell processed foods, not agricultural products, because the portion of processed foods is high for items produced by women. One of the successful business progress factors was the flexible modification of the business plan through close active cooperation of local partners.

#### **Integrating ICT education in business training**

It is also evident that some of the Indonesian women had already run their own businesses over the Internet. Because there were only a few women running their own businesses, the demand for business-benefiting women to learn how to operate their businesses through ICT was high. It is believed that ICT education created a great synergy with women’s job creation and economic activities because of this demand for education.

#### **Securing active women** **participation**

It is evident that women had been participating in the Programme as shown in Figure 5 below. However, with some feedback which claims that some local partners in Cambodia had trouble in selecting the final beneficiary, a local woman because participation in training programs required commitment and most women were responsible for taking care of their homes and families. In addition, doubts, fears and vigilance against outsiders were present, which resulted in some time being wasted.

**Figure 5: The number of trainees for Consortium activities by gender in both Cambodia and Indonesia**

| Country | No. of Students\* | No. of Women | No. of Men | Total |
| --- | --- | --- | --- | --- |
| Cambodia | 5,813 | 607 | 752 | 7,172 |
| Indonesia | 5,306 | 1,072 | 1,019 | 7,397 |

\* Notes: the no. of students wasn’t disaggregated by gender and presented as such in this table

As per Observation 4, the Programme activities targeted at women could have been carefully designed around the responsibility of women taking care of their homes and families for example: a full two (2) days training session can be run over four (4) days as half day training sessions so that women can fully benefit from the training without being unable to take care of their homes and families. The Programme design could have taken this into account and not simply use the matriarchal roles played by women to create barriers to participation that disadvantages women from being active participants and benefactors of the Programme. The Programme could have identified its women/female participants well in advance and ahead of time to be part of the Programme activities.

It must also be noted that in the overall annual Programme reports, there are no specific chapters or sections with a narrative that makes any mention of gender mainstreaming other than “women-led agricultural cooperatives” / “women entrepreneurs”, etc. Though “women and girls represent half of the world’s population” and, therefore, also half of its potential. Gender equality, besides being a fundamental human right, it’s essential to achieve peaceful societies, with full human potential and sustainable development. Moreover, it has been shown that empowering women spurs productivity and economic growth” (UN Women, 2021)[[17]](#footnote-17). As such, the evaluator suggests that at least the Programme Facility results framework also has gender disaggregated targets explicitly captured so that gender disaggregated data tracking is an aspect that the project targets as suggested in Table 5. Since the project’s activities contribute towards the notion of women and girls in Science, Technology, Engineering, Arts and Maths (STEAM) especially as STEAM careers are often referred to as the jobs of the future, driving innovation, social wellbeing, inclusive growth and sustainable development. From a UN perspective, UNESCO is giving special attention to this issue as part of its efforts to promote the empowerment of women and girls through education and as a response to its member states’ decision on UNESCO’s role in encouraging girls and women to be leaders in STEAM. A simple example of doing this would be to use the existing indicators as presented in Table 5 under Observation 5. Whilst a revised set of existing indicative activities (EIAs) goes some way in better reflecting the way the Facility better tracks gender disaggregated data, several gender targeting areas remain under-developed, and would require further elaboration as highlighted under Observation 5.

# **Conclusions and Recommendations**

## **Conclusions**

Stemming from the analysis above, the findings of the EPE confirm that the Facility/Programme played a vital role in promoting SS & TrC and piloted new approaches in fostering STI partnerships. It achieved all its intended results framework: components deliverables aligned with the results framework outputs despite budget reductions which required work plan adjustments whilst being demand led in the process. It was also consistent with the attributes and characteristics of SS & TrC. In Indonesia and Cambodia, it is evident that the Facility achieved all its results at varying levels in very different country contexts towards an integrated approach under Consortium. Yet, merging signs of increasing sustainability through an enhanced role of central government and other stakeholders, in reducing working in silos are also evident but differently in each country given the differing contexts that existed. This supports the observed great appreciation for RoK contribution by local and central government stakeholders that’s evident, while the Facility also successfully headed towards a harmonized path under the restructured coordination framework. All the three (3) project components contributed to strengthening human and institutional capacities for leveraging STI towards poverty reduction and inequality as evidently presented in this report.

Evidence further suggests that partner government representatives in several interview responses, reflections, documents, meetings and promotional items (*e.g., videos, sound bites etc.*), continually reiterate that the Facility/Programme had been driven by the successful sharing of knowledge[[18]](#footnote-18) on STI with different actors ranging from policymakers to community members including women and youth. Therefore, the evaluator concludes that the Programme under Phase 2 was relevant (*SS & TrC included*), effective, efficient, sustainable and covered gender disaggregated data over the duration of its implementation.

The Facility, through the Scaled-up project had served as an important channel to connect the Regional Cooperative Agreement for Research, Development and Training Related to Nuclear Science and Technology for Asia and the Pacific (RCA) to the external partners, UN organisations and to complement the regular RCA Programme in meeting the regional and national development goals. The project through Consortium had been successful in enhancing the capacity of the region by implementing an integrated pilot project focused on ICT for business and social development of women, entrepreneurship, agriculture, school health, water management, and energy / environment in response to the demand of partner countries using innovative solutions tailored to the local context.

## **Recommendations**

Since the project has concluded, what follows are merely observations rather than recommendations as this is the Programme’s end-of-project evaluation, so there is nothing the Programme can do. While Phase 2 was highly successful in meeting all its targets that verify the achievement of project outputs and outcomes, the project could have benefited from the observations listed below.

**Observation 1: The project could have used a logical framework approach for systematic and analytical planning processes to identify beneficiary countries upfront before having a signed off Phase 2 Programme document**

The EPE observes, as also highlighted in the mid-term evaluation, that the project could have benefitted from developing and using a logical framework approach for the following:

* systematic and analytical planning processes to identify beneficiary countries upfront before having a signed off Phase 2 Programme document alongside in-country project champions. This would have helped strengthen the project design and implementation.
* its overarching goal would have been to determine the causal links between project activities/interventions that the Programme supported and noted progress in achieving its impact at the national and local levels, not solely expected results/outputs (*tracked by the existing results-based M&E*), since log frames enable the tracking of results towards sustainable impact, as a way of interpreting the intensity and significance of results/outputs. Simple log frame options that don’t hinder iteration and responsiveness are available with examples provided below in Table 7 and Table 8 – this observation offers an illustration of this. Please note that this is an illustration – the evaluator observed that the option that could have been selected as the most appropriate would have had to suit the needs of the Facility.

**Observation 2: The project could have fostered greater use of efficient and less time-consuming cooperative program of work options amongst partnering institutions**

Greater use of efficient and less time-consuming cooperative program of work options amongst partnering institutions could have included the following:

* where feasible consideration of virtual proximity and the exponential boom of online and virtual meetings could have positively contributed towards breaking down the physical barriers/silos of physical distance amongst institutions. It must be noted that not all meetings needed to be physical in person convenings and remote meetings in instances where the technology exists or was available at local levels could have cut down on wasted travel time without requiring any travel budget (*a hybrid of both physical and online as necessary could have been of benefit as opposed to one option over the other*).

**Observation 3: The continuous strengthening of the understanding / implications of SS & TrC and what it entailed for all stakeholders and partner countries involved would have been beneficial**

For a Programme that was incubating innovative, integrated, and demand-driven southern owned projects, with multi-disciplinarily approaches, this could have included the following:

* continuously making a clear understanding of the characteristics and principles of SS & TrC to all the stakeholders.
* besides the once off project implementation kick-off induction session/workshop, the project could have used all its other follow up meeting sessions/workshops where all the stakeholders convened to ensure that there is also a focus on continued orientation to fully understand the SS & TrC implications.

**Observation 4: The project could have granted more flexibility to encourage women participation on targeted Programme activities and ensured that they were designed around the convenience of women participation despite their matriarchal responsibility for taking care of their homes and families**

The Programme document articulated one of its special challenges as follows: “*no. 5) the Facility will encourage participation of women from developing countries in its activities. In cases of collaboration in research, lead researchers will be encouraged to bring in members of the opposite gender as part of their research team.*” To the contrary, interviews and M&E documented challenges. Evidence suggested that the Programme activities targeted at women weren’t flexibly designed around their responsibility for taking care of their homes and families[[19]](#footnote-19), so that women participation is encouraged. This could have been done by including the following:

* the Programme’s activities targeted at women could have been flexibly designed around their responsibility for taking care of their homes and families[[20]](#footnote-20) so that women participation was easily encouraged with buy-in to the process.
* Women/female participants could have also been identified well in advance so that those who required to pre-plan their family life around the project activities (*where applicable*) as participants on the program were able to do so with great ease from any limitations and/or barriers.

**Observation 5: The project could have had a clearer definition of the cross-cutting target of gender equality and/or gender disaggregated target setting *in the results framework (was the aim “gender equality”* or *“gender disaggregated data”?*)**

The Programme document clearly articulated a simple count of successfully encouraged women participation from developing countries project activities. It could have been made clear from the design phase what the goal was to avoid misleading readers by referring to this as “gender equality[[21]](#footnote-21)”. The evaluator observed that it could have been made clearer in the Programme Facility results framework by having gender disaggregated targeting explicitly captured since gender equality would have been an aspect that a project may target using a gender capacity building[[22]](#footnote-22) approach.

Alternatively, if this was not the intention, then a clear definition of what the Programme implied by gender equality could have been developed as this clarity was needed, whether the aim was a simple count of gender disaggregated data e.g., number and/or percentage of women participants on project?, or was it gender equality metrics like number and type of incentives and support activities enabling women to enrol in capacity building training activities (*e.g., affirmative action flexibility to women training options or selection procedures etc.*)?

While having women participation was an achievement, stacking any claim to adding value to gender equity merely by women participation would be misleading and such a causal link draws wrong conclusions, specifically, after a short implementation phase. It would have been too soon to claim that support from the Programme had directly resulted in gender equity, but a simple count of gender disaggregated data would have been an accurate claim if evident. An example of doing this is illustrated using the Phase 2 indicators in Table 5 below:

**Table 5: Gender disaggregated targeting in the RoK-UNOSSC Facility Result Framework**

| Existing Indicative Activities (EIAs\*) | Illustrative gender disaggregated targeting  (engender *examples of EIAs*\*) |
| --- | --- |
| 1.1.1 \*Best practices publication developed and disseminated | At least 50% of these being “best practices publications developed” by women/female. |
| 1.1.4 Directory of Korean and international experts on STI created | Gender disaggregated “directory of Korean and international experts on STI created” |
| 2.1.2 Capacity development workshops undertaken | “Capacity development workshops undertaken” with at least 50% of the participants being women/female |

Whilst the illustration of a revised set of existing indicative activities (EIAs) is illustrated above, by so doing, the Programme would have better reflected the way it envisaged gender disaggregated data tracking, though some other gender targeting areas would have still remained under-developed, and would have required further elaboration in the following way:

* A simple explanation or narrative about the importance of gender mainstreaming in the Annual Reports as a stand-alone paragraph or two as a cross-cutting output operation in practice would have made gender focus amongst everything else a world of good. Complementing a consistent finding across the outputs of “women-led agricultural cooperatives” / “women entrepreneurs”, would have been instructive at having a clear statement of intent in explaining how the Facility outputs would systematically engage with, integrate and respond to gender mainstreaming activities. This explicit integration could have combined both systematic / planned synergies as well as the ability to flexibly paint a clear picture of women empowerment as a notion towards gender equity.
* This would have prompted a revision of the RoK-UNOSSC Facility Result Framework indicators to reflect both the shift to a cross-cutting theme and gender disaggregated data tracking within the overall Programme. In particular, the revision would have focused on dropping most (*if not all*) of the virtually gender-blind output indicators in favour of more gender inclusive sets of indictors. That would have better reflected the nature of the gender mainstreaming work the Facility intended to broker / facilitate / convene in terms of the quality and value of indicators that would better capture the change that the Facility had hoped to enable from a gender disaggregated data lens.

## Lessons learnt (*as appropriate*)

The main areas where lessons can be drawn out are on are elaborated under the specific thematic area as in Table 6 below as follows:

**Table 6: List of lessons learnt**

| Lessons learnt by thematic area | Explanation or description of lesson(s) learnt |
| --- | --- |
| Contexts and cultures are different | The contexts and cultures in each project geographic local where project activities were being implemented are vastly different and unique. |
| They are benefits of working in collaboration using the Triangular Cooperation (TrC) modality | Working directly within countries, other ROK institution’s progress reports highlight, that one of their biggest lessons learned was that, from the onset they had to initiate projects that were community driven, with local government and local community forming a task force that would oversee the project. They felt that this would lead to a sustainable, self-supported project, where teamwork would be stronger rather than relying on a single staff member or coordinator from the organisation. Where relevant, this is always a useful lesson and way forward for institutions or the Facility to generally bear in mind.  Other progress reports also highlight that dispatching regional experts to the local communities for national capacity building played a key role to the sustainable development of each country and to the success of the project. Also, having positive and productive working relationships with the government (both central and local) is essential to the success and sustainability of the Programme.  Cooperation should be made based on local demand i.e. demand led or demand driven. |
| Learning, and knowledge management | From the reports and literature provided, one lesson is that the greatest value addition that ROK institutions could learn is from other members of their respective groups and achieved goals that would not have been possible if an organisation worked alone in isolation. Clearly, the role of UNOSSC has been unique and crucial for the success of the project. It reads as though they are the conduit connection between institutions or between institutions and governments as UNOSSC seems to be very proactive, supportive, and open to feedback. With identified long-term Benefits such as:   * Constructing the platform for sharing the activities done in RoK-UNOSSC Facility Phase 2 via online; * Policy lessons from the project documented for future projects;   + The reports on the ROK-UNOSSC Facility Phase 2 are expected to provide lessons to similar projects in the future, in knowledge transfer and capacity development, by documenting the difficulties and lessons learned project implementation. |

| Bringing the Regional Project to National Level | Diversification of the project activities in Phase 2 effectively scaled up the project in-depth and horizontally by widening the scope and coverage of the beneficiaries. It is noticeable that the beneficiary countries of Expert Missions found the Missions very satisfactory in that the experts bring their expertise to the local communities with the Programmes specifically focused on the national needs. |
| --- | --- |
| ICT Tools utilisation in responding to the COVID-19 Pandemic | ICT tools if adopted correctly work: the COVID-19 pandemic and its impact on the project was a merging risk. To minimize the impact of the COVID-19 risk to the work plan, RCARO for example utilized relevant ICT tools and encouraged the project stakeholders for active participation to the online activities. Group Fellowship Programme in 2020 and Final Review Meeting/Technical Workshop in 2021 were successfully completed using the IT platforms and tools. |
| Continued growth of EB Applications | There are continued needs for further development of the technology and its applications. The agreed upon importance of the regional project in developing the human and institutional resource in the respective country was clear. |

# **Annexures**

## **Annex 1 – Interview Questions**

**Sample – Interview Questions / Survey Questionnaire**

*(Questions can be changed slightly based on the interviewee and can be semi-structured in nature)*

**Key Informant Interview (KII) Questions / Survey Questionnaire**

Please answer all the questions to the best of your ability and as an interviewee, note that all responses will be held confidentially and by completing this questionnaire or participating in being interviewed you consent that the information shared during the interview can be used in the overall analysis and reporting for the End-of-Project Evaluation Report (*only*) and that the interviewee’s name can be included in a list of stakeholders consulted. It is also brought to the interviewees’ attention that you may choose not to participate in the interview, to end the interview prematurely, or to not answer specific questions.

**Name of interviewee**:

**Interviewee contact information (email)**:

**Interviewee institutional affiliation/organisation**:

**Interviewee position/title**:

**Evaluation team interviewer(s)**:

**Interview date** / **questionnaire completion date**:

1. Please tell me what your role was and how you were involved with the RoK-UNOSSC Facility and for how long?
2. What role did your institution/organization play in this program/project? [Beneficiary/Pivotal/Facilitator/Other - If you choose more than one, please justify.]
3. Would you classify this Facility/Programme as South-South, triangular or as incorporating both modalities (SS & TrC)? a). Yes b). both
   1. From the beginning of your participation, did you understand the nature of the Facility/Programme? (*if No, then please proceed to question 11*)
   2. What were the strengths and weaknesses in implementing the South-South, triangular or Facility/Programme with both traits of SS & TrC?
4. In summary, what was the main goal of the project? Can you explain how RoK-UNOSSC Facility worked to achieve its goals and solve the problems its designed to address?
5. Did the program/project record its impacts? How?
6. Are the impacts easily attributable to the program/project?
7. Do you have any other examples of what you have based your response(s) in questions 4, 5 and 6 on that you would like to highlight?
8. How did the Covid-19 pandemic affect the program/project implementation and results?
9. Which of the three components of the project did you participate in? Please tick.

a). Consortium b). Platform c). Scaled up

1. If applicable, using examples, what were the outcomes of working closely between Platform/Consortium groups and across any of the project components listed in question 8, as opposed to working independently?
2. What progress have you seen?
3. Has the project achieved what it was meant to achieve over this Phase 2? Why or Why not?
4. Were there any delays in project implementation?
5. What have been the key achievements / biggest successes and what are the lessons learnt?
6. Overall, what have been some of the largest challenges in implementing this project, from your perspective? In relation to a) coordination, b) communication, c) budget oversight, d) available resources? What has been the impact of those challenges on project implementation?
7. Based on your assessment, at the end of Phase 2:

* Is the project sustainable?
* Can it be scaled up into a new Phase e.g., Phase 3?
* How relevant was the design and focus of the project (were project outputs clear)?
* Was the program/project consistent with your country government strategies [Yes/No – please give examples]?
* Do you think the project facilitated the exchange with other sectors/areas beyond its original scope? Which areas [please give examples]?
* Did your institution seek other partners to get advice and/or transfer of knowledge because of this project? Or Did the other partners seek your institution to do the same [Yes/No – please give an example]?
* Did your institution mobilize any resources to undertake monitoring and evaluation (M&E) of the program/project's activities? [Yes/No - How much was mobilised?]
* Did the project contribute to maintaining, strengthening and/or expanding your institutional network [Yes/No - please give examples.]?
* Did the project provide joint-learning and knowledge-sharing for sustainable development [Yes/No - please give examples.]?
* Did the program/project offer actionable knowledge and practices to achieve the UN Sustainable Development Goals development [Yes/No - please give examples.]?
* Do you see a way in which the program/project could help to reach the SDGs [Yes/No - please give examples.]?
* Effectiveness: how appropriate were the management processes in supporting project delivery?
* Efficiency: to what extent was the project implementation efficient in design, implementation, and monitoring of the project?
* Did any of your project activities overlap and duplicate other similar interventions (funded nationally and/or by other donors)? Were there more efficient ways and means of delivering more and better results with the available inputs? Could a different approach have produced better results?
* How did the project financial management processes and procedures affect project implementation?
* Was there any budgetary gap [Yes/No - please give examples]?
* Sustainability: do you think the benefits of the projects are likely to be sustained after its completion and to what extent?
* How effective were the exit strategies, and approaches to phase out assistance provided by the project?
* Describe any key factors that would have improved prospects of sustainability of Project outcomes and the potential for replication of the approach?
* In your view, how were capacities strengthened at the individual and organizational level?
* Can you describe the main lessons learnt for you and your organization?
* Cross-cutting (Gender equality): Do you think gender equality and the empowerment of women have been adequately addressed in this project? and to what extent has the project promoted positive changes in gender equality and the empowerment of women? Were there any unintended effects?

1. How has the relationship been with coordinating institutions including UNOSSC?
2. Have you been able to engage any UN Country Teams in the countries that you have worked with? Who? How? What has been the result/outcome of that?
3. What would you do differently if you were to do it all over again from the beginning?
4. If you could have more resources (funds, personnel, training, technology, etc.), what would you ask for to make the project more successful? and Why?

Please email your completed questionnaire to the Evaluator via email **by the 16th of August 2021.**

**End \_ \_ \_ \_ \_ \_ \_ \_ \_ \_ \_ \_ \_ \_ \_ \_ Thank you**

## **Annex 2 – Qualitative Data Analysis Process**

**List of interviews respondents**

**Organisations represented in virtual discussion/interviews (*list excludes questionnaire respondents[[23]](#footnote-23)*):**

| 1). UNOSSC | 2). GIST | 3). MSIT |
| --- | --- | --- |
| 4). STEPI | 5). BAPPENAS |  |

**List of questionnaire respondents**

Some of the 10 participating RoK institutions; namely:

1. the Canaan Global Leadership Center (CGLC);
2. the UNITAR Centre International de Formation des Autorités et Leaders (CIFAL) Jeju;
3. the Regional Cooperative Agreement Regional Office (RCARO);
4. the Science and Technology Policy Institute (STEPI);
5. the Institute for Sustainable Development, Seoul National University (SNU-ISD);
6. the Technology Management, Economics and Policy Program, Seoul National University (SNU-TEMEP) and
7. the International Environmental Research Institute (IERI), Gwangju Institute of Science and Technology (GIST)
8. Institute for Health and Society at Hanyang University (HYU)

**Report Data**

**Data used for the report:**

1. Annual progress reports (x4)
2. The Project Document
3. Quarterly Progress Reports (for all institutions)
4. Steering Committee Meeting Minutes
5. Monitoring Reports
6. Meeting Minutes
7. Summary Report
8. The Facility Annual Report
9. Mid-term Evaluation Report of 2019
10. Interview transcripts
11. Videos and other audio-visual materials

**Data Analysis Process**

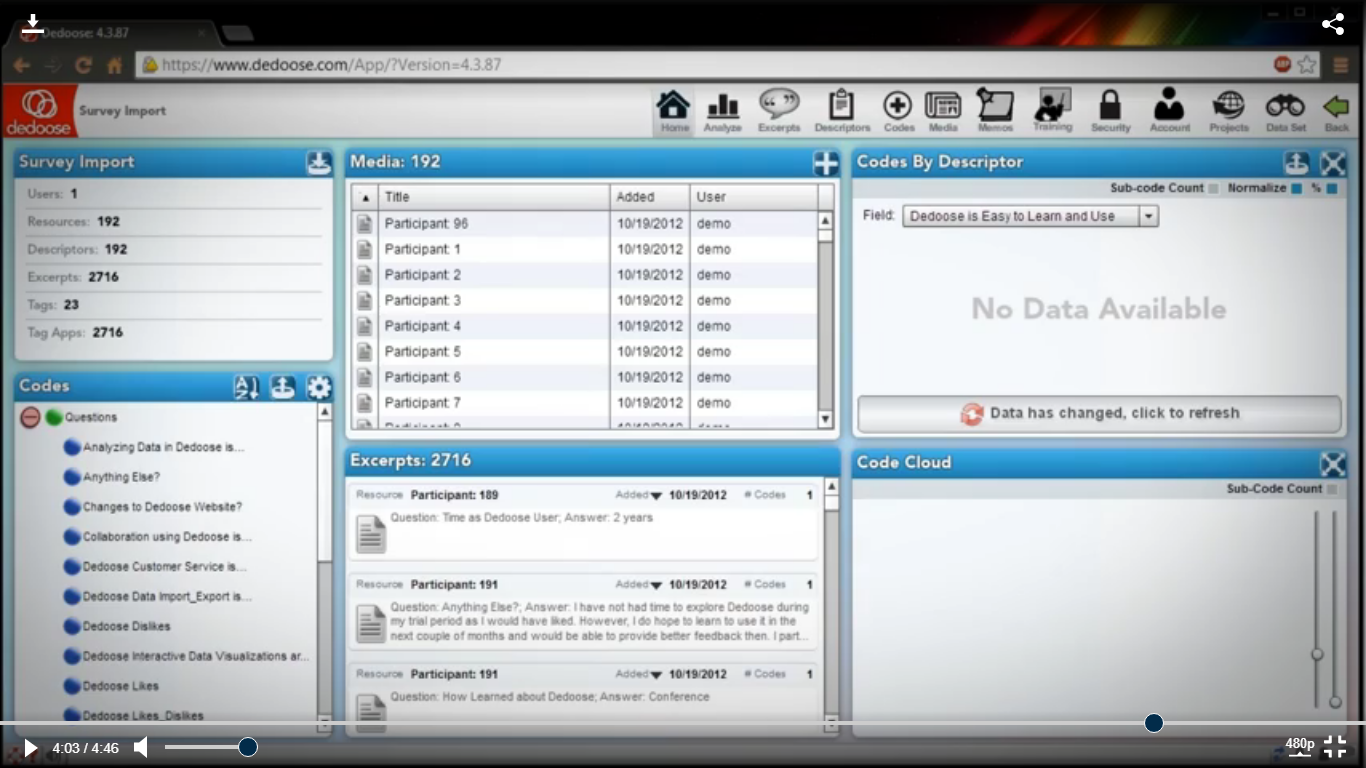
After an initial review of documents, questionnaires were drafted and sent to interviewees for their preparation. Interviews were carried out from August 4th, 2021 to August 17th, 2021 with the above listed participant organisations. Interviews lasted anywhere from 45 minutes to 1 hour and 45 minutes, with an average time of 1 hour.

Relevant report documents (*as listed above*) were uploaded to the in a user-friendly data analysis software platform, Dedoose. Line by line coding was done to recognise and document relevant themes. **Figure 6** below demonstrates the frequency in which themes were brought up. The main themes discussed include 1 Knowledge sharing, 2) Share experiences, 3) Government strategy, 4) Development, 5) Sustainable Development Goals (SDGs), 6) South-South cooperation (SSC), 7) Triangular cooperation (TrC) and 7) Women. Other, so visible sections of the chart below include community investment and administration.

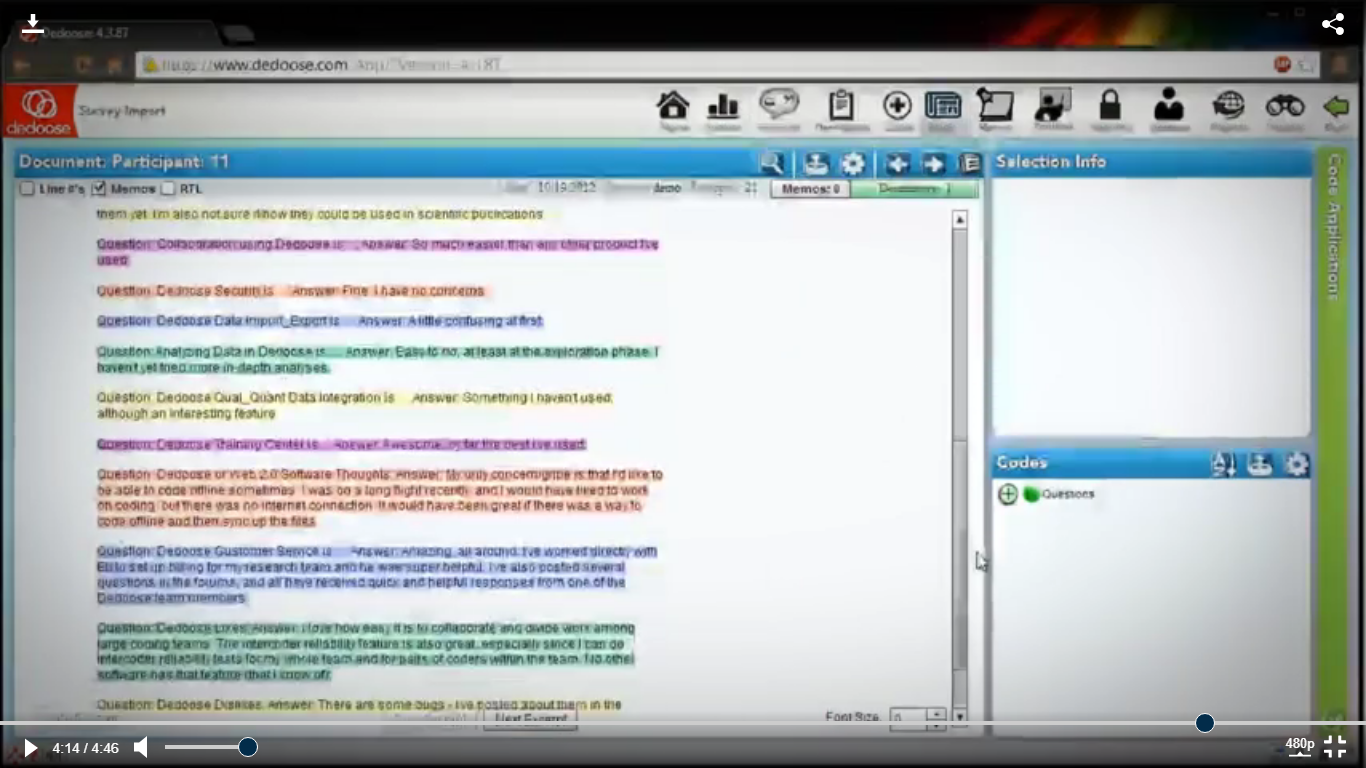
**Figure 6: Key themes discussed in project related documents**

|  | Once coding was completed, coded key themes were exported into Microsoft Word format from Dedoose then where a more thorough analysis was conducted. In this sense, themes were refined and reorganised by additional sub-themes. This process is iterative, where the evaluator uses previous qualitative research training and skills to synthesise and arrange data in a coherent and relatable way. **Figure 7** and **Figure 8** represent how the Dedoose coded data was collected and presented prior to being exported into Microsoft Word. |
| --- | --- |

**Figure 7: Dedoose screen shot 1 of coded quantitative data**



**Figure 8: Dedoose screen shot 2 of coded qualitative data**



The synthesis of the above information and data resulted in drafts evaluation report inputs which were reviewed by the UNOSSC and edited several times. In the end, original data sets were re-reviewed a final time to ensure proper representation of participants’ voices and findings from all project documents.

## **Annex 3 – Log frame matrix examples for observation no 1**

**Table 7: Option 1 - Simple log frame[[24]](#footnote-24)**

| Objectives and outcome | Outputs and key activities | Indicators | Means of verification | Important assumptions |
| --- | --- | --- | --- | --- |
| Objective:  Describe what the target group will achieve if it changes its behaviour (in some cases, this is a tangible benefit, in other cases, this is a step towards a future benefit at a higher level). |  |  |  |  |
| Outcome:  Describe the desirable future behaviour of the target groups – in which way the target groups will use the potentials described in the outputs (e.g., application of knowledge, adoption of practices, use of technology, etc.). |  |  |  |  |
| Outputs:  Describe potentials (technical or human resource potentials) established by the project. |  |  |  |  |
| Major activities:  Describe major activities which need to be implemented to accomplish each of the outputs. (Activities must be realistically defined considering the resources available.) |  |  |  |  |
| Text  Description automatically generated | | | | |

**Table 8: Option 2 - Log frame matrix[[25]](#footnote-25)**

| Project Structures | Indicators of achievement | Means of verification | Important risks and assumptions |
| --- | --- | --- | --- |
| Goal  What are the wider objectives which the activity will help achieve? Longer-term Programme impact. | What are the quantitative  measures or qualitative judgements whether these  broad objectives have been achieved? | What sources of  information exists or can be provided  to allow the goal  to be measured? | What external factors are necessary to sustain the objectives in the long run? |
| Purpose  What are the intended immediate effects of the Programme or project? What are the benefits, to whom?  What improvements or changes will the Programme or project bring about?  The essential motivation for  undertaking the Programme or project. | What are the quantitative  measures or qualitative judgements by which achievement of the  purpose can be judged? | What sources of information exist or can be provided to allow the achievement of the purpose to be measured? | What external factors are necessary if the purpose is to contribute to the achievement of  the goal? |
| Outputs  What outputs (deliverables) are to be produced to achieve the purpose? | What kind and quality of outputs and by when will they be produced? | What are the sources of information to verify the achievement of the outputs? | What are the factors not in the control of the project which are liable to restrict the outputs achieving the purpose? |
| Activities  What activities must  be achieved to accomplish the outputs? | What kind and quality of activities and by when will they be produced? | What are the sources of information to verify the achievement of the activities? | What factors will restrict the activities from creating the outputs? |

1. For the purposes of this report the words Project, Facility and Programme or Facility/Programme will be used interchangeably to mean the same thing. [↑](#footnote-ref-1)
2. The evidence obtained and used to evaluate the results generated by the facility was triangulated from a variety of sources, including verifiable data on the achievement of indicators, existing reports, evaluations and technical documents, interviews with stakeholders and focus groups. [↑](#footnote-ref-2)
3. this is acknowledged by several stakeholders [↑](#footnote-ref-3)
4. For example, a full two (2) days training session can be run over eight (8) quarter days training sessions so that women can benefit from the training without being unable to take care of their homes and families – this flexibility needs to consider the matriarchal roles played by women as opposed to using matriarchal roles as an excuse of convenience to create barriers to participation that disadvantage women from being active participants and benefactors of the programme. [↑](#footnote-ref-4)
5. Sample Gender Equality Indicators could include: 1). Evidence that training and capacity building strategies include gender equality objectives and activities to address barriers to equitable outcomes or 2). Evidence that training and capacity building curricula delivery promotes equality between women and men, girls and boys <https://www.oecd.org/derec/adb/tool-kit-gender-equality-results-indicators.pdf> [↑](#footnote-ref-5)
6. The “meta-data-analysis” assessed the findings of each individual key informant interviews and compared them with the findings from all other relevant annual project reports. In evaluation terms a meta-analysis would for example, be a systematic review will focus specifically on the relationship between Poverty Reduction and long-term use of Capacity Development as a tool for Poverty Reduction, while a narrative review may be about Capacity Development. Meta-analyses also try to be quantitative where they can but more rigorous with qualitative type of reviewing. [↑](#footnote-ref-6)
7. Interviews were conducted confidentially so that participants felt like they could speak freely. Interview participants will not be named in the evaluation. [↑](#footnote-ref-7)
8. a Scaled-up Project selected from the Phase 1 projects that were well implemented, achieved intended results and reached out to many countries. Although a few projects would have qualified, only one could be implemented for financial reasons. [↑](#footnote-ref-8)
9. Most refer to it as a notion to share knowledge and experience. [↑](#footnote-ref-9)
10. The logical framework or log frame is an analytical tool used to plan, monitor and evaluate projects. It derives its name from the logical linkages set out by the planner(s) to connect a project’s means with its ends. The log frame is only one monitoring and evaluation tool and its use does not pre-empt the use of other evaluation tools such as priority-setting or rate-of-return analysis although these instruments may be consistent with use of the log frame. Source: UNODC (2000) <https://www.unodc.org/documents/human-trafficking/Toolkit-files/08-58296_tool_10-3.pdf> [↑](#footnote-ref-10)
11. An additional eight (8) case studies on Korean Facility will also be prepared and uploaded by SNU-TEMEP. [↑](#footnote-ref-11)
12. CGLG and APWINC analysed agriculture productivity and income increase generated by their capacity building work. GIST and HYU conducted baseline surveys of students at pilot project schools to assess health, sanitation and drinking water conditions. SNU-ISD is also recording the renewable energy generated by installed facilities and will conduct users’ satisfaction survey in 2020. Progress of consortium’s pilot projects in Cambodia and Indonesia documented by SNU-TEMEP (Platform institution) [↑](#footnote-ref-12)
13. also designed a Group Fellowship Programme to be rolled out in 2020; Planning to produce one project outcome document and one promotional video based on the interviews with member state focal points that’s Ongoing, an online programme will be implemented instead of an offline course in consideration of the pandemic situation. [↑](#footnote-ref-13)
14. Jointly organized the Steering Committee Meeting with MSIT and STEPI; Conducted a total of four (4) monitoring visits to Cambodia and Indonesia (two (2) in each country); Undertook two spot checks visit to RoK institutions; Supported joint capacity works; Facilitated regular communication and coordination activities with all stakeholders. [↑](#footnote-ref-14)
15. Some geographic regions had been effective whilst other geographic regions had been quite the opposition in some respects. [↑](#footnote-ref-15)
16. experience has shown that needs driven programs operate on the principles of transparency, participation, local empowerment, demand-responsiveness, greater downward accountability, and enhanced local capacity, which makes them sustainable [↑](#footnote-ref-16)
17. <https://www.un.org/en/global-issues/gender-equality> . The United Nations is now focusing its global development work on the recently developed 17 Sustainable Development Goals (SDGs). Women have a critical role to play in all the SDGs, with many targets specifically recognizing women’s equality and empowerment as both the objective, and as part of the solution. [↑](#footnote-ref-17)
18. Most refer to it as a notion to share knowledge and experience [↑](#footnote-ref-18)
19. For example, a full two (2) days training session can be run over eight (8) quarter days training sessions so that women can benefit from the training without being unable to take care of their homes and families – this flexibility needs to consider the matriarchal roles played by women as opposed to using matriarchal roles as an excuse of convenience to create barriers to participation that disadvantage women from being active participants and benefactors of the programme. [↑](#footnote-ref-19)
20. For example, a full two (2) days training session can be run over eight (8) quarter days training sessions so that women can benefit from the training without being unable to take care of their homes and families – this flexibility needs to consider the matriarchal roles played by women as opposed to using matriarchal roles as an excuse of convenience to create barriers to participation that disadvantage women from being active participants and benefactors of the programme. [↑](#footnote-ref-20)
21. clarity on the related concepts of gender and equality: Equality does not mean that women and men will become the same but that women’s and men’s rights, responsibilities and opportunities will not depend on whether they are born male or female. Gender equality implies that the interests, needs and priorities of both women and men are taken into consideration, recognizing the diversity of different groups of women and men. Equality between women and men is seen both as a human rights issue and as a precondition for, and indicator of, sustainable people-centred development. UN Women, 2021. <https://www.un.org/womenwatch/osagi/conceptsandefinitions.htm> [↑](#footnote-ref-21)
22. Sample Gender Equality Indicators could include: 1). Evidence that training and capacity building strategies include gender equality objectives and activities to address barriers to equitable outcomes or 2). Evidence that training and capacity building curricula delivery promotes equality between women and men, girls and boys <https://www.oecd.org/derec/adb/tool-kit-gender-equality-results-indicators.pdf> [↑](#footnote-ref-22)
23. Who are listed below? [↑](#footnote-ref-23)
24. <https://www.unodc.org/documents/human-trafficking/Toolkit-files/08-58296_tool_10-3.pdf> [↑](#footnote-ref-24)
25. Used by the Department for International Development of the United Kingdom (DFID) for its international development programmes and projects. Source: Department for International Development of the United Kingdom, Tools for Development: a handbook for those involved in development activity (2002): [www.dfid.gov.uk/pubs/files/toolsfordevelopment.pdf](http://www.dfid.gov.uk/pubs/files/toolsfordevelopment.pdf) [↑](#footnote-ref-25)