

Projet ERASMUS+ Yabda (يبدأ)

**“Strengthening of relations between higher education and the
wider economic and social environment”**

586418-EPP-1-2017-1-MA-EPPKA2-CBHE-JP

Evaluation Report (M48)

WP 4	Quality and evaluation plan
Task 3	Quality Control
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Evaluation Report

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Introduction

The Evaluation Report of the Yabda Project is developed in the frame of WP4, which foresees quality assurance ensured through the Quality Assurance Committee¹, the Quality Assurance and Evaluation Plan, the Evaluation Compendium and the process of continuous quality control.

The Evaluation Report summarizes the findings of the evaluation activities performed during the life span of the project implementation, which is broadened (from 36) to 48 months, since an one-year extension was granted by EACEA to facilitate the consortium to deal with the consequences of covid-19. This has resulted to the revision of the time-plan for the project implementation including the evaluation activities in the frame of the WP4.

The evaluation of the Yabda project employs two main evaluation categories, namely process evaluation and effect evaluation. Process evaluation is assessed through continuous monitoring and assessment of partners' satisfaction. Effect evaluation evaluates the quality of the project's deliverables and identifies the project's impact on those who participate in the project.

¹ The Quality Assurance Committee consists of 14 members, one member par partner institution, as described in the Quality Assurance and Evaluation Plan. Specifically, the members of the QAC are: Hanane NAHID, UH2C; Leila LOUKILI, UHP; Brahim ELAFQIH, UCA; Naoufal SEFIANI, UAE; Mostefa MEDJAHED, UMAB; Mohcen KHANNICHE, UB2; Rida MASMOUDI, UB1; Nouredine METENANI, UC3; Yassine AYDI, US; Khaoula KEFI, UTEM; Olivier LISEIN, LENTIC; Carole BECQUET, AMU; Erifili CHATZOPOULOU, AUEB; Vassiliki CHATZIPETROU, ReadLab.

1. Objective of the Evaluation Report

The objective of the Evaluation Report is to summarize the major achievements of the Yabda project, which aims to promote university-led entrepreneurship and innovation in the Maghreb region and conclude whether the project objectives had been met.

The report is structured as follows. First, the findings of the continuous monitoring are presented followed by the results concerning the assessment of partners' satisfaction. Then, the deliverables quality assessment as well as the impact evaluation undertaken during the life span of the project implementation are shown, and the evaluations' report conclusion is made.

The development of this Evaluation Report uses the Quality evaluation reports (deliverables R4.3) as main sources of information, and the Project Evaluation Compendium (deliverable R4.2) and the Quality Assurance and Evaluation Plan (deliverable R4.1) as main references.

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2. Monitoring

Monitoring concerns the production of the project's deliverables, thus referring to WP1, WP2, WP3, WP4, WP5 and WP6. It assesses what deliverables have been produced, in what sequence, what was the contribution of partners. It has been performed in cooperation with the project coordinator UH2C, with the working package leaders and with the deliverables' associated partners.

2.1. Framework

For performing the monitoring of the project, the framework presented in Table 1 has been used, which is adapted from the one described in the Project Evaluation Compendium – R4.2:

Table 1: Monitoring Framework

Evaluation targets:

Production of deliverables. Achieved deliverables' deadlines as compared to proposed deadlines. Sequence of deliverables.

Evaluation methods:

Overall assessment of the entire process of producing deliverables performed by communication held with the project coordinator and with the working packages leaders. Discussions with the associated partners.

Data sources:

Project coordinator, working packages leaders, for general project data; the associated partners for their contributions.

Timing for data collection:

- Continuously for data concerning deliverables in general and collected through communication via email, in presence project meetings and online project meetings.
- Through an online questionnaire filled-in by the partners at their own convenience for data concerning partners' contributions.

Instruments used:

- Monitoring Matrix (as presented in Annex 1 of the Project Evaluation Compendium – R4.2);
- Progress Report (as presented in Annex 2 of the Project Evaluation Compendium – R4.2).

Evaluation indicators:

Number of deliverables delivered; Sequence of deliverables; Partners' contributions for every deliverable.

2.2. Findings

In the life span of the Yabda project's implementation the deliverables referring to WP1, WP2, WP3, WP4, WP5 and WP6 (together with their pertaining milestones) have been produced as per **Table 2**.

Table 2: Deliverables and milestones M1-M48

Del/able Number	Deliverable Name	WP	Name of lead org	Level of achievement	Intended Deadline	Achieved Deadline
R1.1.	Yabda Entrepreneurship Centre model	1	AUEB	Completed	M7	M7
R1.2.	Specifications of the Yabda Virtual Learning Environment	1	ReadLab	Completed	M8	M8
R1.3.	Yabda Guide of Best Practices	1	LENTIC	Completed	M4	M8
R1.4.	Gap analysis Report	1	AMU	Completed	M6	M10
R1.5.	Yabda Training Material and Trainers' Guide	1	LENTIC	Completed	M9	M11
R1.6.	Yabda Train the Trainers workshops	1	LENTIC	Completed	M10-12	M11-12
R1.7.	Yabda Institutional Strategies	1	UH2C	Report	M12	M12
R2.1.	Yabda Entrepreneurship Centers	2	UCA	Completed (equipment was delayed in some cases beyond the achieved deadline)	M15	M20
R2.2.	Yabda Guide	2	UTEM	Completed	M17	M24
R2.3	Yabda training workshops for teaching and	2	UMAB	Completed An additional workshop has	M18-M20	M23-M25 M39

					been delivered	
R2.4.	administrative staff Yabda Communities	2	UAE	Completed	M18	M22
R2.5.	Yabda Hubs	2	UCA	Completed	M18	M24
R2.6.	Yabda virtual learning platform	2	ReadLab	Completed	M16	M20
R3.1.	Yabda Training Material	3	US	Completed	(M25)	M36
R3.2.	Yabda Training Programme	3	US	Completed	M38 - M42	M42
R3.3.	Community-led support for entrepreneurship in Yabda Universities	3	UAE	Completed	M48	M48
R3.4.	Yabda Entrepreneurship prize	3	UB1	Completed	M36	M38
R4.1	Quality Evaluation Plan	4	UH2C	Completed	M3	M6
R4.2	Project Evaluation Compendium	4	AUEB	Completed	M4	M7
R4.3.	Quality Assurance and evaluation Reports	4	AUEB	Completed	M6, M12, M18, M24, M30	M12, M24, M36, M42
R4.4.	Evaluation report	4	AUEB	Completed	M36	M48
R5.1.	Dissemination and exploitation Plan	5	AMU	Completed	M3	M7
R5.2.	Yabda website	5	ReadLab	Completed	M3	M7
R5.3.	Portfolio of dissemination material	5	AMU	Completed	M6	M7
R5.4.	Yabda national conferences	5	UC3	Completed	M24	M24-30
R5.5.	Yabda policy briefs	5	UH1	Completed	M24, M36	M42
R5.6.	Yabda infodays	5	US	Completed	M29	M40

R5.7.	Yabda International Conference and Yabda Prize Award	5	UCA	Completed	M48	M48
R6.1.	Partnership Agreement	6	Project Coordinator	Completed	M3	M3
R6.2.	Interim Report #1	6	Project Coordinator	Completed	M12	M17
R6.3.	Interim Report #2	6	Project Coordinator	Completed	M24	M17
R6.4.	Final report	6	UH2C	Ongoing	M48	M50 (expected)

2.3. Concluding remarks

During implementation all partners involved in the production of deliverables assisted according to their roles. A very systematic plan of communication including physical (during the first to years of the project implementation) and online meetings facilitated cooperation among partners, who despite the constraints of covid 19 succeeded to have no significant delays in the production of the deliverables. Therefore, the sequence of deliverables has been satisfactory, resulting in a very successful overall implementation of the project.

3. Assessment of project partners' satisfaction

Evaluation of partner satisfaction assesses the working process and collaboration within the consortium of the YABDA Project. It is performed in cooperation with all partners. For this evaluation, data is mainly collected through completion of the partners satisfaction questionnaire (provided in Annex 3 of the Project Evaluation Compendium – R4.2), as well as through discussions with partners. The timing for data collection as defined in the Project Evaluation Compendium – R4.2 is for the questionnaire to be filled every 15 months (namely 3 times along the extended project's lifetime).

3.1. Framework

For assessing partners' satisfaction during the project implementation, the framework presented in Table 3 has been used (which is adapted from the one described in the Project Evaluation Compendium – R4.2):

Table 2: Partners satisfaction assessment framework

<p>Evaluation questions:</p> <p>Questions concerning partner opinions on the ongoing activities and the general trend of the project. Questions concerning partners' opinions on the organization of the main processes of the project.</p> <p>Evaluation methods:</p> <ul style="list-style-type: none"> - Analysis of data collected through the Partners' Satisfaction Questionnaire (provided in Annex 3 of the Project Evaluation Compendium R4.2). <p>Data sources:</p> <p>All associated partners</p> <p>Timing for data collection:</p> <ul style="list-style-type: none"> - M24 (during the project's physical meeting in Constantine), M30 (online), M45 (online). <p>Evaluation indicators:</p> <p>Number/percentage of associated partners satisfied with the way activities are realized and management processes are organized.</p>
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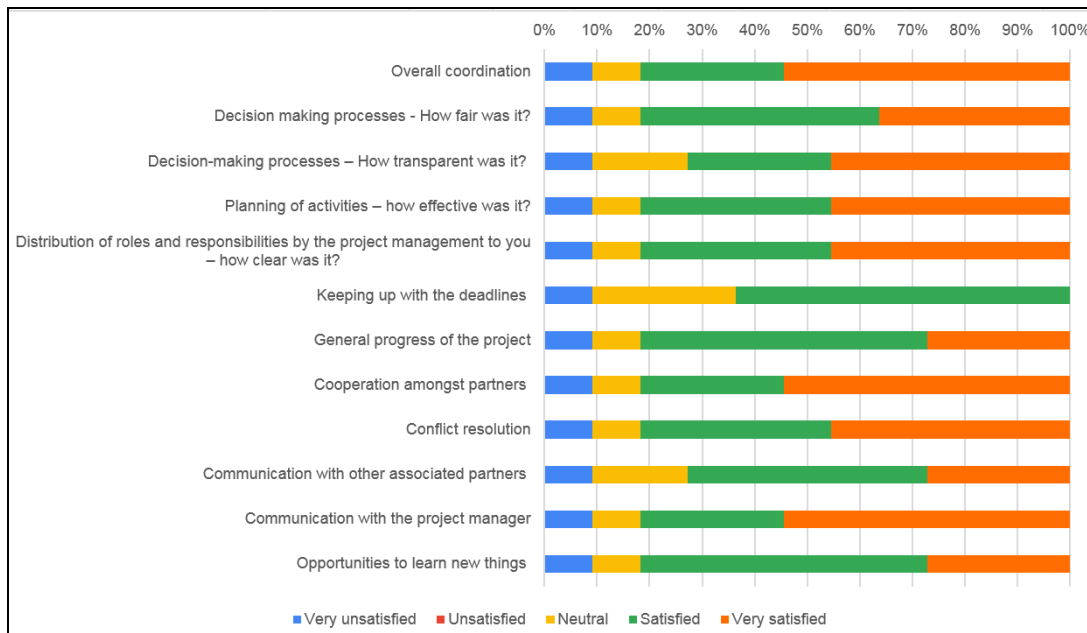
3.2. Findings

The findings from the analyses of the data collected in M24 (physical meeting in Constantine) by 23 participants and in M30 (online) by 9 participants are presented in the 2nd and 3rd quality evaluations reports (R4.3) respectively. To summarize, these findings reveal that although some difficulties existed in actual communication and cooperation among some

partners (especially after the advent of the pandemia), the overall project coordination and communication among partners in the sense of a team spirit are of high quality.

The analysis of the data collected in M45 (online) by 8 participants is presented in chart 1

Chart 1: Partners' Satisfaction with the project (M45)



3.3. Concluding remarks

The majority of the partners remained overall satisfied with the way the main processes of the project were organized, with overall project coordination, and the general progress of the project, whereas they were less satisfied with the level of communication with other associated partners closely related to their lower level of satisfaction concerning the project's keeping up with deadlines. It seems that the advent of covid 19 and the associated transition to the online period and the increase of online meetings brought fatigue to the partners and often constrained their communication with other partners. Despite these challenges, however, the overall project coordination and cooperation among partners remained of high quality facilitating the successful implementation of the project.

4. Quality assessment of the deliverables

The assessment of the quality of the deliverables focuses both on presentation and content issues. It concerns all the deliverables produced in the frame of WP1, WP2, WP3, WP4, WP5 and WP6 during the implementation of the project. It has been performed in cooperation with the project manager, the WP leaders and the members of Quality Assurance Committee.

4.1. Framework

The process followed for the assessment of the quality of the deliverables (based on the process described in Project Evaluation Compendium – R4.2) is anew presented in Table 4:

Table 4: Assessing the quality of deliverables

Assessment process:

- For reports the author of the deliverable provides a first draft of the deliverable to one among the appointed internal reviewers (shown in the Project Evaluation Compendium – R4.2); the internal reviewer provides his/her overall assessment of the deliverable; the author implements the changes and sends the final version back to the reviewer; once last comments are resolved, the final deliverable is submitted.
- For products and events assessment of the quality of the deliverables is made through discussions with partners and through the partners satisfaction questionnaire.

Partners involved:

- For reports: Deliverable authors, internal reviewers, WP leaders, project manager
- For products and events: All partners

Evaluation indicators:

Number of deliverables with high quality in terms of presentation and content.

4.2. Findings

During the life-span of the project's implementation, the deliverables have gone through the process of internal review and have been produced as per table below:

Table 5: Deliverables evaluated

Del/able Number	Deliverable Name	WP	Name of lead org	Type	Achieved deadline	Internal reviewers	Deliverable Quality
R1.1.	Yabda Entrepreneurship model	1	AUEB	Report	M7	UAE, UMAB, AUEB	High
R1.2.	Specifications of the Yabda Virtual Learning Environment	1	ReadLab	Report	M8	UAE, UMAB, AUEB	High
R1.3.	Yabda Guide of Best Practices	1	LENTIC	Report	M8	UAE, UMAB, AUEB	High
R1.4.	Gap analysis Report	1	AMU	Report	M10	UAE, UMAB, AUEB	High
R1.5.	Yabda Training Material and Trainers' Guide	1	LENTIC	Training material	M11	UAE, UMAB, AUEB	High
R1.6.	Yabda Train the Trainers workshops	1	LENTIC	Product	M11-12	UAE, UMAB, AUEB	High
R1.7.	Yabda Institutional Strategies	1	UH2C	Report	M12	UAE, UMAB, AUEB	High
R2.1.	Yabda Entrepreneurship Centres	2	UCA	Product	M20	UH2C, US, AUEB	High
R2.2.	Yabda Guide	2	UTEM	Learning material	M24	UH2C, US, AUEB	High
R2.3.	Yabda Trainings workshops for teaching and administrative staff	2	UMAB	Product	M23-M25 M39	UH2C, US, AUEB	High
R2.4.	Yabda Communities	2	UAE		M22	UH2C, US, AUEB	High
R2.5.	Yabda Hubs	2	UCA	Report	M24	UH2C, US,	High

						AUEB	
R2.6.	Yabda MOOC	2	ReadLab	Product	M20	UH2C, US, AUEB	High
R3.1.	Yabda Training Material	3	US	Training material	M36	UH1, UC3, AUEB	High
R3.2.	Yabda Training Programme	3	US	Product	M42	UH1, UC3, AUEB	High
R3.3.	Community-led support for entrepreneurship in Yabda Universities	3	UAE	Report	M48	UH1, UC3, AUEB	High
R3.4.	Yabda Entrepreneurship prize	3	UB1	Product	M38	UH1, UC3, AUEB	High
R4.1	Quality Evaluation Plan	4	UH2C	Report	M6	UTM, AMU AUEB	High
R4.2	Project Evaluation Compendium	4	AUEB	Product	M7	UTM, AMU AUEB	High
R4.3	Quality Evaluation Reports	4	AUEB	Report	M12, M24, M36, M42	UTM, AMU AUEB	High
R.4.4	Evaluation report	4	AUEB	Report	M48	UTM, AMU AUEB	High
R5.1.	Dissemination and exploitation Plan	5	AMU	Report	M7	UAE, UB1, AUEB	High
R5.2.	Yabda website	5	ReadLab	Product	M7	UAE, UB1, AUEB	High
R5.3.	Portfolio of dissemination material	5	AMU	Product	M7	UAE, UB1, AUEB	High
R5.4.	Yabda national conferences	5	UC3	Event	M24-30	UAE, UB1,	High

						AUEB	
R5.5.	Yabda policy briefs	5	UH1	Product	M42	UAE, UB1, AUEB	High
R5.6.	Yabda infodays	5	US	Event	M40	UAE, UB1, AUEB	High
R5.7.	Yabda International Conference and Yabda Prize Award	5	UCA	Event	M48	UAE, UB1, AUEB	High
R6.1.	Partnership Agreement	6	Project Coordinator	Product	M3	ReadLab, LENTIC, AUEB	High
R6.2.	Interim Report #1	6	Project Coordinator	Report	M17	ReadLab, LENTIC, AUEB	High
R6.3.	Interim Report #2	6	Project Coordinator	Report	M17	ReadLab, LENTIC, AUEB	High
R6.4.	Final report	6	Project Coordinator	Report	M50 (expected)	ReadLab, LENTIC, AUEB	

4.3. Concluding remarks

Despite the constraints the partner universities encountered due to the advent of covid 19 (lock-downs, closed universities, lack of physical communication, e.t.c.) the end result of the implementation of the quality assessment of the deliverables process has resulted to high quality deliverables, which comply with both the deliverables presentation guidelines and the deliverables content requirements.

5. Impact evaluation

Impact evaluation refers to the measurement of the impact of the project activities during the reported period.

5.1. Framework

For impact evaluation the framework presented in Table 6 has been used:

Table 6: Measuring impact

Impact target:

- A. The Yabda train the trainers workshops (referring to R1.6) provided in the period M12-M13, in UB1/Batna, UTEM/Tunis and UCA/Marrakesh)
- B. The extra online train the trainers' workshop (referring to R1.6) provided in M39.
- C. The Yabda training workshops for teaching and administrative staff (referring to R2.3) provided in the period M23-M25, in all partner universities.
- D. The Yabda training program through the virtual learning platform for the provision of massive online open courses (MOOC) (referring to R3.2), provided in the period M52-M45.

Method:

- A. Overall assessment of the extent of participation through information provided by the partner institutions involved in the organization of the workshops.
- B. Evaluation of impact on the basis of the evaluation questionnaires administered and filled-in by the participants of the Yabda Training Workshops. The evaluation questionnaire presented in Annex 4 of the project Evaluation Compendium – R4.2 was used to measure participants' views.
- C. Overall assessment of the level of satisfaction from the use of the virtual learning platform and evaluation of the impact on the basis of an evaluation questionnaire filled-in online by the users of the platform.

Indicators:

- A. Number of participants
- B. Level of satisfaction

5.2. Findings

The findings concerning the impact evaluation of: a) the Yabda train the trainers workshops in M12-M13, b) the extra online train the trainers' workshop in M39, c) the Yabda training

workshops for teaching and administrative staff in M23-M25, and d) the Yabda training program through the virtual learning platform in M42-M45 are presented in the 1st, 2nd and 4th quality reports respectively. To summarize:

Concerning the extend of participation more than 50 people participated in the Yabda train the trainers workshops in Batna, Tunis and Marrakesh, whereas more than 150 people participated in the online train the trainers' workshop. In addition, 347 members of teaching and administrative staff have participated in the Yabda training workshops for teaching and administrative staff provided by all partner institutions. Last, 251 people participated in the Yabda training program through the virtual learning platform.

Concerning the level of satisfaction the analyses of the data collected from: a) the Yabda train the trainers workshops in Batna, Tunis and Marakesh by 45 participants, b) the online train the trainers' workshop by 48 participants, c) the Yabda training workshops for teaching and administrative staff by 135 participants, and d) the Yabda training program through the virtual learning platform by 194 participants show high levels of satisfaction. More specifically, the participants in the train the trainers' workshops found them interesting, enhancing their knowledge on the concepts of entrepreneurship and contributing to their entrepreneurial competencies enhancing their ability to contribute to the operation of the Yabda entrepreneurship center. In addition, participants in the Yabda training workshops for teaching and administrative staff consider them as largely reinforcing their interest in entrepreneurship and skills required to contribute to the operation of the Yabda entrepreneurship center. Last, the participants in the Yabda training program through the virtual learning platform were satisfied with the courses offered through the platform.

5.3 Concluding remarks

Overall, the extent of participation in the various workshops provided during the project implementation was very satisfactory, especially when taking into consideration that several workshops were delivered at a time when all partner Universities were closed due to the Covid-19 pandemic, and the level of satisfaction of the training programs was high.

6. Conclusion

The main objective of the Yabda project was to promote university-led entrepreneurship and innovation in the Maghreb region through the design, development and implementation of an entrepreneurship center model, the design and development of targeted trainings and a MOOC platform, the creation of a Yabda network of entrepreneurial Universities and the engagement of all relevant actors, including policy-makers. To that aim the project activities were organized into six work packages with 32 expected deliverables.

The final Evaluation Report summarized the achievements of the Yabda project. It highlighted the successful production of high-quality deliverables, which resulted in a very successful overall implementation of the project as well as the project's impact on those who participated in the project, providing evidence that the project objectives had been met.