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 (M18 and M24)

WP 4	Quality and evaluation plan
Task 3	Quality assurance and evaluation reports
Deliverable	2nd annual report (November 2019)
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2nd Evaluation Report

Projet ERASMUS+ Yabda

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

Introduction

It is reminded that 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.

The quality assurance and evaluation reports of the Yabda Project are developed in the frame of WP4, which foresees quality assurance ensured through the Quality Assurance Committee[1], the Quality Assurance and Evaluation Plan, the Evaluation Compendium and the process of continuous quality control.

The current document presents the 2nd annual evaluation report, which is a compilation of the 3rd and 4th short biannual reports. The reason of providing an annual instead of two biannual reports resides in the time-plan of the implementation of the project and reflects an effort to provide a better picture of the progress of implementation.

The 2nd annual evaluation report presents the findings of the evaluation activities performed for the second 12 months of the project and recommendations for the improvement of the project implementation.

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[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; Imane OUAHIB, UB2; Rida MASMOUDI, UB1; Noureddine METENANI, UC3; Yassine AYDI , US; Khaoula KEFI, UTEM; Olivier LISEIN, LENTIC; Carole BECQUET, AMU; Erifili CHATZOPOULOU, AUEB; Vassiliki CHATZIPETROU, ReadLab.

1.   Objective of the 2nd Evaluation Report

The objective of the 2nd evaluation report is to support the Yabda project partners to evaluate the progress of the implementation of the project between M12 and M24, and proceed with corrective actions if necessary.

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 is shown and the impact evaluation undertaken during the second 12 months of the project implementation is made.

The development of this evaluation report uses the Project Evaluation Compendium (deliverable R4.2) and the Quality Assurance and Evaluation Plan (deliverable R4.1) as main references.

2.   Monitoring

Monitoring concerns the production of deliverables that were due in the second 12 months of the project implementation, thus referring to WP2, WP3, WP4, WP5 and WP6. Specifically monitoring assesses what deliverables has been produced, in what sequence, what was the contribution of partners. It been performed in cooperation with the project coordinator UH2C, with the working package leaders (UCA for WP2, US for WP3, AUEB for WP4, AMU for WP5) and with the deliverables' associated partners.

2.1. Framework

For performing the monitoring of the second 12 months 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. (and similar to the framework that has been also used for performing the production of the first 12 months, as described in the 1st evaluation report):

Table 1: Monitoring Framework

Evaluation targets:

Production of deliverables (R2.1., R2.2., R2.3., R2.4., R2.5., R2.6., R4.3., R5.4., R5.5., R6.3.). 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, skype meetings and project meetings.

- In M22 (November 2019) for data concerning partners' contributions. To that aim a first version of the present report was developed and presented to all project partners during the Project Meeting in Constantine in November 2019.

Evaluation indicators:

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

2.2. Findings

In the reported period, i.e. the second 12 months of the YABDA project's implementation the deliverables R2.1., R2.2., R2.3., R2.4., R2.5., R2.6., R4.3., R5.4., R5.5., R6.3 (together with their pertaining milestones) have been produced as per Table 2b.

It is highlighted that Table 2a presents the deliverables that have been produced during the first 12 months of the project implementation. Although the production of these deliverables has been the focus of attention of the 1st annual evaluation report, it is anew shown here for reasons of completeness of the project's implementation presentation.

Table 2a: Deliverables and milestones M1-M12

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 (July 2018)	M7
R1.2.	Specifications of the Yabda Virtual Learning Environment	1	ReadLab	Draft (not yet in the yabda partners area)	M8 (August 2018)	M8
R1.3.	Yabda Guide of Best Practices: University-led Entrepreneurship and Innovation	1	LENTIC	Completed	M4 (April 2018)	M8
R1.4.	Gap analysis Report	1	AMU	Completed	M6 (June 2018)	M10
R1.5.	Yabda Training Material and Trainers' Guide	1	LENTIC	Completed	M9 (September 2018)	M11
R1.6.	Yabda Train the Trainers workshops	1	LENTIC	Completed, as scheduled	M10-12 (December 2018)	M11-12
R1.7.	Yabda Institutional Strategies	1	UH2C	Draft	M12 (December 2018)	M12
R4.1	Quality Evaluation Plan	4	UH2C	Completed	M3 (March 2018)	M6
R4.2	Project Evaluation Compendium	4	AUEB	Completed	M4 (April 2018)	M7
R4.3	Quality Evaluation	4	AUEB	Completed (an annual report	M6, M12	M14

	Reports			is provided instead of 2 biannual reports)		
R5.1.	Dissemination and exploitation Plan	5	AMU	Completed	M3(March 2018)	M7
R5.2.	Yabda website	5	ReadLab	Completed	M3 (March 2020)	M7
R5.3.	Portfolio of dissemination material	5	AMU	Completed	M6 (June 2018)	M7
R6.1.	Partnership Agreement	6	Project Coordinator	Completed	M3 (March 2018)	M3
R6.2.	Interim Report #1	6	Project Coordinator	Report	M12 (Dec18)	M17

Table 2b: Deliverables and milestones M13-M24

Del/able Number	Deliverable Name	WP	Name of lead org	Level of achievement	Intended Deadline	Achieved Deadline
R2.1.	Yabda Entrepreneurship Centers	2	UCA	Completed (yet equipment is lacking for most partners, except UC3 UH2C & partially UTEM)	M15 (April 2019)	M20
R2.2.	Yabda Guide	2	UTEM	Partly (a draft version of the Yabda guide is provided)	M17 (June 2019)	M24
R2.3.	Yabda Trainings workshops for teaching and administrative staff	2	UMAB	Completed (yet the 3rd workshop is not yet realized in UH1, UAE and US)	[M18 to] M20	M23-M25
R2.4.	Yabda	2	UAE	Completed	M18	M22

	Communities					
R2.5.	Yabda Hubs	2	UCA	Completed (yet the report is not yet on the site yabda)	M18	M24
R2.6.	Yabda virtual learning platform	2	ReadLab	Completed	M16	M20
R4.3.	Quality Assurance and evaluation Reports	4	AUEB	Partly (a draft version of an annual report is provided)	M18, M24	M24
R5.4.	Yabda national conferences	5	UC3	Ongoing Completed for UC3, UH2C - Scheduled for UTEM (M30)	M24	M24-25
R5.5.	Yabda policy briefs	5	UH1, UB1, UC3	Ongoing	M24 and M36	
R6.3.	Interim Report #2	6	Project Coordinator	Not completed yet	M24	

2.3. Conclusions and recommendations

- Number of the deliverables: Most of the deliverables intended for the second 12 months of the project were achieved (as can be seen in Table 2b); even though in some cases delays and constraints occurred, which could create challenges to the quality of the project's implementation. For instance, although Yabda centers have been established in all partners institutions, equipment is missing in most of the cases, mostly due to the internal institutional lack of flexibility regarding financial management of partners (with only UC3 and UH2C having acquired the full equipment and UTEM having acquired part of it). Three rounds of two days intensive trainings workshops for teaching and administrative staff have been very successfully organized in most of the partners' institutions (with only the last round still missing in three cases). The reports intended to be delivered this period are still in their draft version and need to be finalized. These deliverables need to be uploaded in the Yabda partners' area.

- Sequence of deliverables: Overall the sequence of deliverables has been rather satisfactory. Delays and constraints in the production of some deliverables, mainly due to dysfunctional communication/ cooperation among some partners, did not have a massive impact to other deliverables in the sense that they did not exert a serious delay in other deliverables. Delay in the overall implementation of the project seems rather insignificant.

- Partners' contribution: All partners involved in the production of deliverables assisted according to their roles. In some cases there were delays in communication resulting in dysfunctional cooperation among partners, which although created some problems in the development of some deliverables, had, no massive impact in the project implementation.

It is recommended to put in place of a more systematic plan of communication, which would facilitate cooperation among prtners, in order to avoid delays and succeed with better sequencing in the future.

3.   Assessment of project partners' satisfaction

Evaluation of partner satisfaction aims to assess and thereby improve if necessary the working process and collaboration within the consortium of the YABDA Project. It has been performed in cooperation with all partners. For this evaluation, data were mainly collected through completion of a questionnaire at the end of the project meeting in Constantine, November 2019, as well as through discussions with partners.

3.1. Framework

For assessing partners' satisfaction during the second 12 months of the project the framework presented in Table 3 has been used (which is based on the one described in the Project Evaluation Compendium – R4.2):

Table 3: Partners satisfaction assessment framework

Evaluation questions:

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.

Evaluation methods:

- Analysis of data collected through the Partners' Satisfaction Questionnaire (provided in ANNEX 3 of the Project Evaluation Compendium) during the project meeting in Constantine, November 2019.

Data sources:

All associated partners

Timing for data collection:

- At the end of the project meeting in Constantine, M24 (through the Partners' Satisfaction Questionnaire)

Evaluation indicators:

Number/percentage of associated partners satisfied with the way activities are realized and management processes are organized.

3.2. Findings

Findings are based on the analysis of the data collected through a questionnaire completed by 23 participants in the Project meeting in Constantine (November 2019). The questionnaire consists of 2 sections. The first section consists of open ended questions regarding satisfaction (or not) with current ongoing activities. The second part consists of closed questions regarding the main processes of the project

The analysis of the data collected through the open ended questions of the first section of the partners' satisfaction questionnaire, highlighted the following aspects concerning the activities and the general trend of the project:

i. Positive aspects:

- Good understanding of the project;
- Good level of involvement of all partners
- Good communication among all partners – team spirit
- Good organization of the project
- Dynamic and efficient partners

ii. Negative aspects:

- Some delays in the scheduling of the training cycles in the host Universities
- Some delays in project implementation.
- Some problems of co-ordination among partners could create challenges to the quality of the results.

iii. Areas for improvement:

- Project's communication strategy
- Project's communication strategy within each University
- More flexibility regarding the financial management of the project

iv. Initial expectations:

- Financial sustainability of the project
- Strategic positioning of the Yabda Centre within the host Universities
- Establishment of entrepreneurship center

v. Met expectations

- Establishment of entrepreneurship center

vi. Unmet expectations:

- Financial sustainability of the project not certain
- Strategic positioning of the Yabda Centre within the host Universities

vii. Future expectations:

- Mechanisms to engage teachers in the project
- Strategies to ensure project sustainability
- Good cooperation among partners
- Good organization of the project

جامعة الحسن الثاني بالدار البيضاء
UNIVERSITÉ HASSAN II DE CASABLANCA

yabda
يبدأ

Co-funded by the
Erasmus+ Programme
of the European Union

- ▪ Implementation of an effective methodology for the realization of entrepreneurial ideas within the University.

The analysis of the data collected through the closed questions of the second section of the partners' satisfaction questionnaire, are presented in chart 1.

Chart 1: Partners' Satisfaction with the project
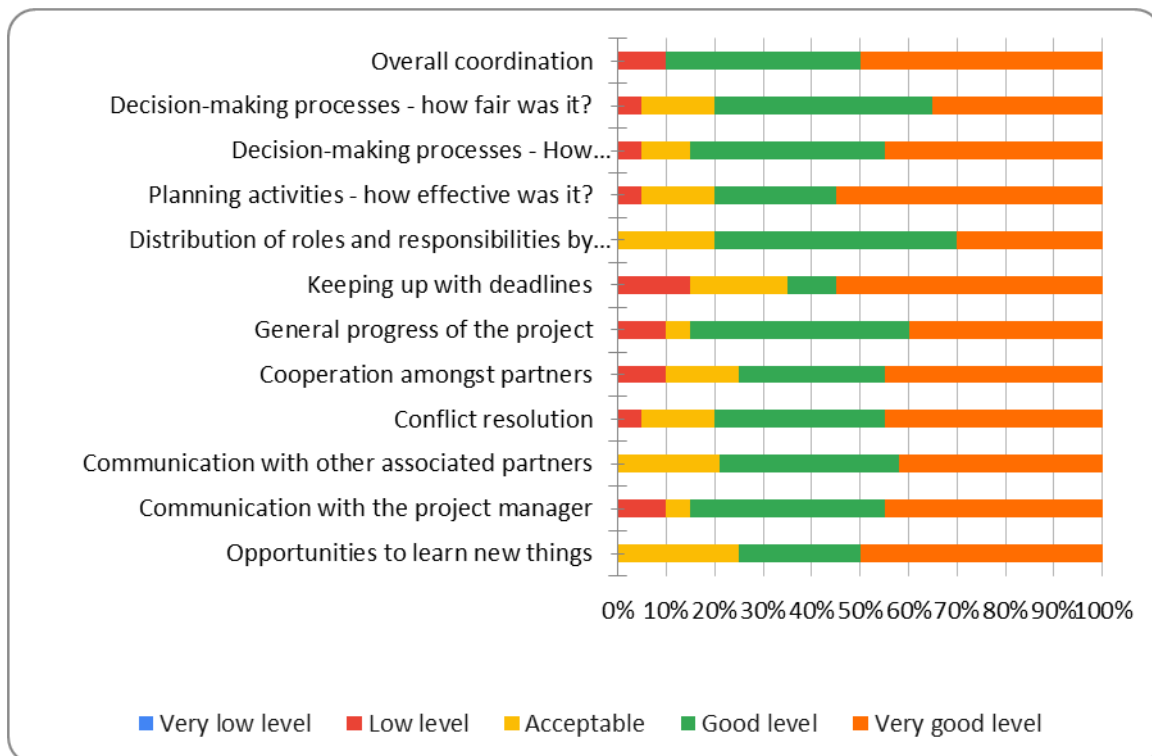
As seen in the chart above, partners are overall quite satisfied with the way the main processes of the project are organized. They are satisfied with the overall coordination and the general progress of the project, whereas they seem to be less satisfied with the project's keeping up with deadlines, and to a lesser extend with the level of cooperation amongst partners.

Overall, the above findings validate the findings of the analysis based on data from the open-ended questions of the questionnaire, revealing that although the overall project coordination and communication among partners in the sense of a team spirit are of high quality, some difficulties existed in actual communication and cooperation among some partners and in keeping the deadlines of the deliverables.

3.3. Conclusions and Recommendations

The majority of the project partners are satisfied with overall project coordination, with their involvement in the project, and with the high level of communication and team-spirit amongst the partners. In some cases cooperation between partners faced challenges mainly due to delays in some deliverables, and not sufficient co-ordination amongst these partners.

An overall recommendation would thus be linked to an increase of the frequency of meetings among partners (e.g. skype meetings), and the use a more systematic plan of communication in order to avoid delays and succeed with better coordination of the project activities in the future.

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 WP2, WP3, WP4, WP5 and WP6 during the second 12 months of the implementation of the project, thus deliverables R2.1., R2.2., R2.3., R2.4., R2.5., R2.6., R4.3., R5.4., R5.5., R6.3. 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) is presented in Table 5:

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); 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

In the reported period the following 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

R2.1.	Yabda Entrepreneurship Centres	2	UCA	Product	M20	All partners	Good
R2.2.	Yabda Guide	2	UTEM	Report	Final report not yet achieved	UH2C, AUEB	Good
R2.3.	Yabda Trainings workshops for teaching and administrative staff	2	UMAB	Product	M23-M25	All partners	Good
R2.4.	Yabda Communities	2	UAE	Product	M22	All partners	Good
R2.5.	Yabda Hubs	2	UCA	Report	M24	UH2C, AUEB	
R2.6.	Yabda virtual learning platform	2	ReadLab	Product	M16	All partners	Good
R4.3.	Quality Assurance and evaluation Reports	4	AUEB	Report	Final report not yet achieved	UH2C, ReadLab	Good
R5.4.	Yabda national conferences	5	UC3	Event	M24 (the last scheduled for M30)	All partners	Good
R5.5.	Yabda policy briefs	5	UH1, UB1, UC3	Product	Not yet achieved.		
R6.3.	Interim Report #2	6	Project Coordinator	Report	Not yet achieved	All partners	Good

The process of the quality assessment of the deliverables has been in most of the cases successfully implemented, although some deviations occurred, mainly in terms of delays. Specifically, as far as reports are concerned delays occurred from both the authors (sending the deliverables) and the internal reviewers (providing feedback). Despite deviations and

excluding the reports, which are not yet finalized, the end result of the implementation of this process has resulted to a set of quality deliverables, which comply with both the deliverables presentation guidelines (as described in the Quality Assurance and Evaluation Plan) and the deliverables content requirements (as described in the detailed description of the project).

4.3. Conclusions and Recommendations

With the excemption of the R2.2, R2.5 and R4.3, which are not yet finalized, the rest of the deliverables are of good quality that comply with the project's standards. The process of assessment of the quality of the deliverables, although not always adequately implemented facilitated that end.

An overall recommendation would concern the minimization of the deviations concerning the deadlines, and the improvement of the coordination among partners producing deliverables and/ or acting as evaluators.

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 7 has been used:

Table 7: Measuring impact

> **Impact target**:
>
> The Yabda training workshops for teaching and administrative staff that were held in all Partner Universities in Morocco, Tunisia, and Algeria during months M23 to M24 of the project implementation.
>
> **Method:**
>
> Overall assessment of the extent of participation though information provided by the partner institutions involved in the organization f the workshops.
>
> 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 was used to measure participants' views.
>
> **Indicators**:
>
> Number of participants, level of satisfaction

5.2. Findings

Concerning the extent of participation, overall, 347 members of teaching and administrative staff have participated in the workshops organized by the partner institutions. The exact participation in the workshops organized by each partner (except UCA, which being already an innovative and entrepreneurial site had not to be involved in this task) has been as follows:

UB1: 59 participants in total

1st workshop: 19 participants, 2nd workshop: 16 participants, 3rd workshop: 24 participants

– UC3: 46 participants in total

1st workshop: 21 participants, 2nd workshop: 12 participants, 3rd workshop: 13 participants

– **UMAB: 48 participants** in total

1st workshop: 19 participants, 2nd workshop: 17 participants, 3rd workshop: 12 participants

– **UB2: 64 participants** in total

1st workshop: 24 participants, 2nd workshop: 19participants, 3rd workshop: 20 participants

  – **UH2C: 36 participants** in total

1st workshop: 12 participants, 2nd workshop: 12 participants, 3rd workshop: 12 participants

  – **UH1: 24 participants** in total

1st workshop: 12 participants, 2nd workshop: 12 participants, 3rd workshop: not yet realized

  – **UAE: 12 participants** in total

1st workshop: 6 participants, 2nd workshop: 6 participants, 3rd workshop: not yet realized

  – **US: 21 participants** in total

1st workshop: 15 participants, 2nd workshop: 6 participants, 3rd workshop: not yet realized

  – **UTEM: 37participants** in total

1st workshop: 29 participants, 2nd workshop: 17 participants, 3rd workshop: not yet realized

Concerning the level of satisfaction, the results of the analysis of 135 completed questionnaires, which have been so far collected (representing a response rate of 39%, which is sufficient to make generalizations) are presented in in charts 2, 3 and 4:

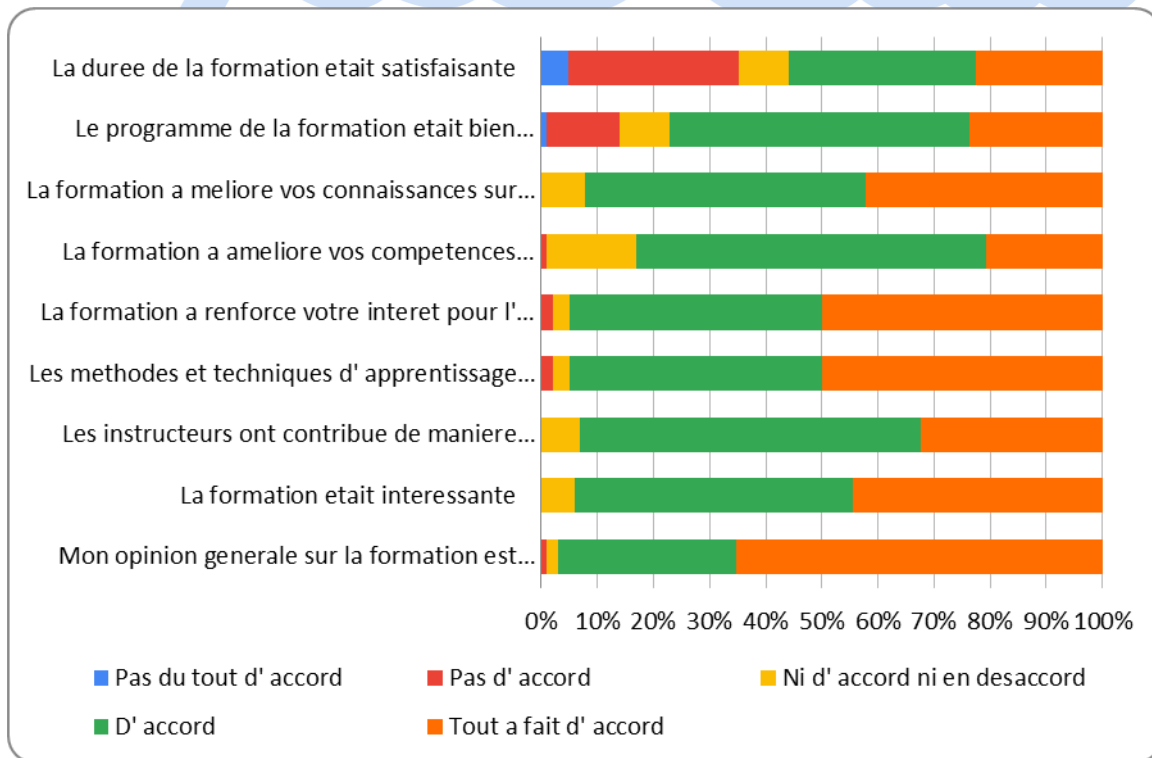**Chart 2**: General evaluation of the workshops
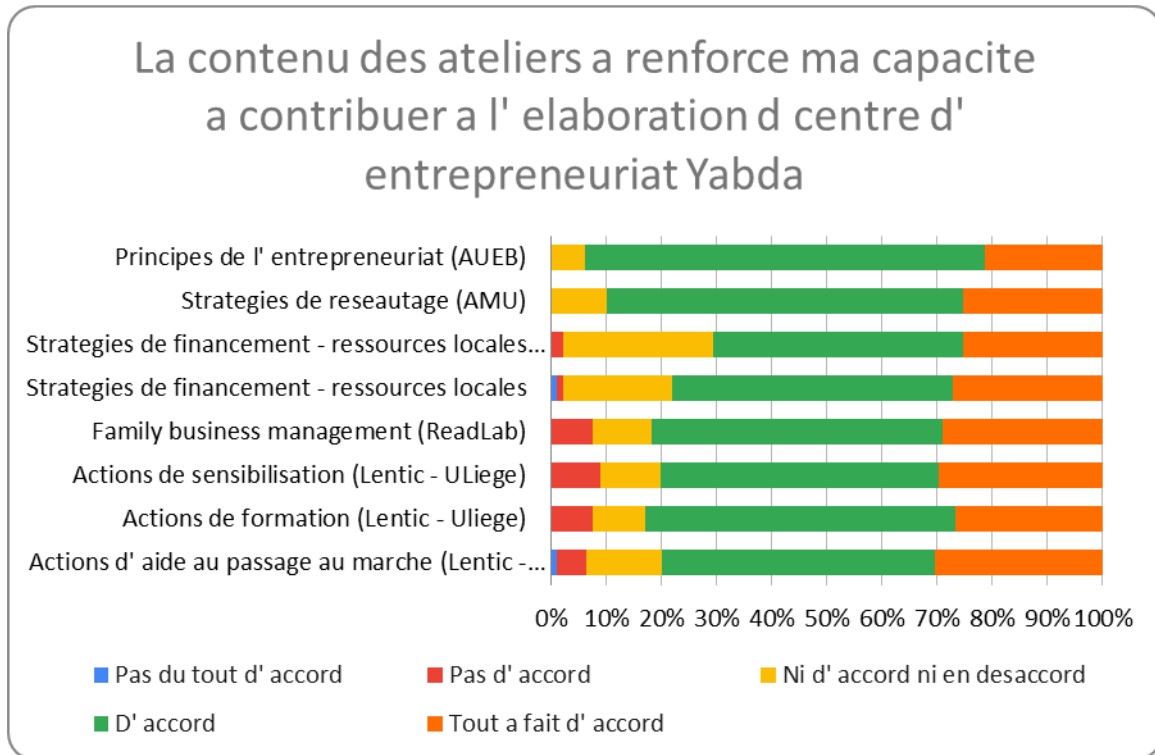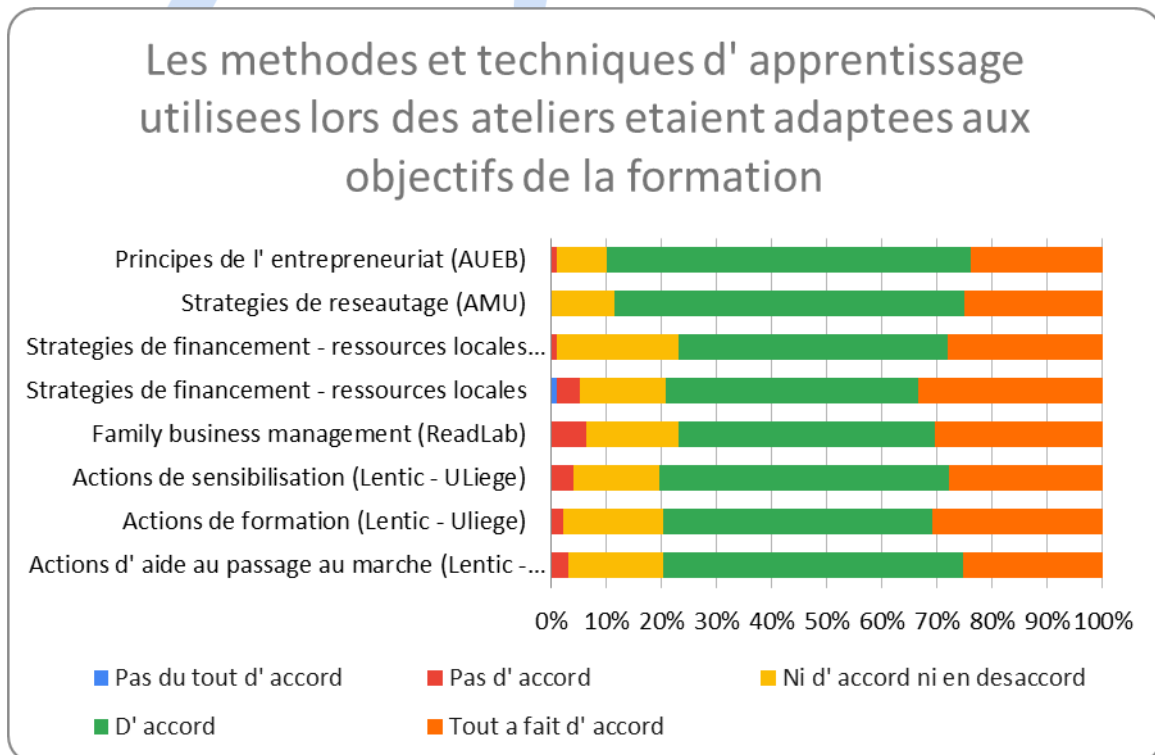
Chart 3: Thematic evaluation of workshops

La contenu des ateliers a renforce ma capacite a contribuer a l' elaboration d centre d' entrepreneuriat Yabda

Chart 4: Thematic evaluation of workshops

Les methodes et techniques d' apprentissage utilisees lors des ateliers etaient adaptees aux objectifs de la formation

As drawn from the charts, in general, participants had an overall good impression of the workshop. They consider it as largely reinforcing their interest in entrepreneurship. A rather negative aspect of the workshop seems to be its duration. In regards to the content of the thematic workshops, participants evaluated most favorably the principles of entrepreneurship, and the networking strategies. In regards to the methods and techniques used for the adaptation of the workshops to its learning objectives, participants evaluated most favorably the networking strategies.

5.3. Conclusion and Recommendations

Overall, the extent of participation in the Yabda training workshops for teaching and administrative staff was impressive, although not balanced among partner institutions. Also, the participants seem to have had a very positive experience from their participation in the workshops.

A recommendation would be for partners that have not yet organized the last workshop to speed with its organization, whereas also attempting to succeed high levels of participation.