جـامعـة الحسن الثاني بالدار البيضاء
UNIVERSITÉ HASSAN II DE CASABLANCA

Yabda

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# Project Evaluation Compendium

## 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

| WP 4 | Quality and evaluation plan |
|---|---|
| Task 2 | Project evaluation compendium |
| Deliverable | Guidebook for project evaluation M4 (April 2018) |
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# Project Evaluation Compendium[1]

## Projet ERASMUS+ Yabda

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

### Introduction

"Evaluation of projects is the employment of a set of methods, techniques and concepts of social research in an attempt to assess the effectiveness and efficiency of the implementation of the above mentioned projects, always performed with the aim of their improvement" (P. H. Rossi, 1997).

The Yabda project makes no exception from the general definition mentioned above and, accordingly, a great deal of importance is placed on assessing right from the beginning of the project, and mostly along its lifespan, the way the project is being implemented. The fact that the project has a very specific design, enclosing three compulsory horizontal working packages (Project Management, Dissemination, Evaluation), shows the importance attributed to the continuous assessment of how the project meet its objectives.

The Evaluation of the Yabda project employs two main evaluation categories, namely process evaluation and effect evaluation, which are defined below (for the sake of better understanding the terms used in this document):

1. Process evaluation is the type of evaluation which focuses on assessing the degree to which a project has been implemented as planned.

2. Effect evaluation, assesses the effectiveness of a project as demonstrated by the quality of the project's outcomes, and identifies the project's impact on those who participated in the project.

The Evaluation of the Yabda Project is implemented through WP4, which foresees quality assurance assured through the Quality Assurance Committee, the Quality Assurance and Evaluation Plan and the process of continuous quality control.

The remaining of the current document concerns a short guidebook, which organises the quality assurance and evaluation related activities foreseen in WP4, termed Project Evaluation Compendium.

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[1] Sources: 1) "EWA Evaluation Strategy", Document produced by Romtens Foundation, 2011, 2) Unpublished documents, produced by AUEB, 2017.

# 1. Objective of the Project's Evaluation Compendium

The Project Evaluation Compendium is intended to support the Yabda project partners during the process of planning, commissioning and managing project evaluation. It represents a manual that provides both a clear schedule of the evaluation related activities and the necessary tools to proceed with evaluation.

The Project evaluation Compendium is complementary to the Quality Assurance and Evaluation Plan and must be used by all partners.

Since the approach employed for the evaluation of the Yabda project uses process and effect evaluation, the Project Evaluation Compendium is actually a guidebook of the process and effect evaluation activities of the Yabda project.

## 2. Process evaluation

Process evaluation encompasses several sub-types of evaluation amongst which the ones proposed for the Yabda project are: a) continuous monitoring, and b) assessment of partners' satisfaction. Even though the quality assessment of the deliverables of the project is (from a purely methodological standpoint) also a part of process evaluation, however we have placed this sub-type of process evaluation under the effect evaluation.

Therefore under process evaluation the following will be unfolded:

- Monitoring;
- Assessment of partners' satisfaction.

### 2.1. Monitoring

Monitoring will have to be performed in very close cooperation with the project coordinator, UH2C, and with the working package leaders as well as with the Quality Assurance Committee. The reason for this is based on the very nature of the type of assessments performed here, and this is linked to what deliverables have been produced, in what sequence, what was the contribution of the partners (who were supposed to be involved) and other similar types of assessments.

The necessary arrangements for collecting data to perform monitoring are presented below:

**Evaluation questions:**

What deliverables have been produced? What was the sequence in which they were produced? Has this sequence been in line with the design? Was there any overlapping in the time periods necessary for producing these deliverables? What was the input of various Associated Partners in producing these deliverables?

**Evaluation methods:**

Overall assessment of the entire process of producing deliverables performed by extensive communication held with the project coordinator and with the working packages leaders; Analysis of meeting notes and minutes; Discussions with the associated partners.

**Evaluation indicators:**

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

**Evaluation targets:**

Production of all the listed deliverables; Achievement of the project proposed sequence for the deliverables; Success with the proposed deliverables' deadlines; Limitation of the amount of delay per deliverable as much as possible.

**Timing for data collection:**

- Continuously for data concerning deliverables in general and collected from the project manager and working packages leaders.

- Every 12 months for data concerning partners' contributions collected with the Progress Report (provided in ANNEX 2).

**Instruments to be used:**

- Monitoring Matrix (ANNEX 1: Monitoring Matrix);

- Progress Report (ANNEX 2: Partners' progress report).

**Data sources:**

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

## 2.2. Assessment of project partners' satisfaction

Assessing the satisfaction of the project's partners it is an integral part of the process evaluation and it is supposed to provide such information so as to allow to the project management to steer the project by also acknowledging and taking into account the opinions of the partners.

We are proposing here the following approach: To assess project partners' satisfaction about the general managerial function (namely about few horizontal dimensions of the project such as the leadership exercised by the project management, the communication among partners, the coordination/supervision-as exercised by the working packages leaders, the learning processes during the project's lifetime, etc);

The necessary arrangements for collecting data for the assessment of partner's satisfaction are presented below:

**Evaluation questions**:

Are the project partners satisfied with the way the project is being managed? Is the communication organized properly? Are the partners considering that they learn something while the project is being implemented?

**Evaluation methods**:

Analysis of the data collected through the Partners' Satisfaction Questionnaire (provided in ANNEX 3) to be filled every 15 months, namely 2 times during the project lifetime.

**Evaluation indicators**:

Number/percentage of associated partners satisfied with the way various project management processes are organized (deadlines management, communication, decision making etc);

**Timing for data collection**:

Partners' Satisfaction Questionnaire (ANNEX 3) to be filled every 15 months (namely 2 times along project's lifetime);

**Instruments to be used**:

Partners' Satisfaction Questionnaire (ANNEX 3)

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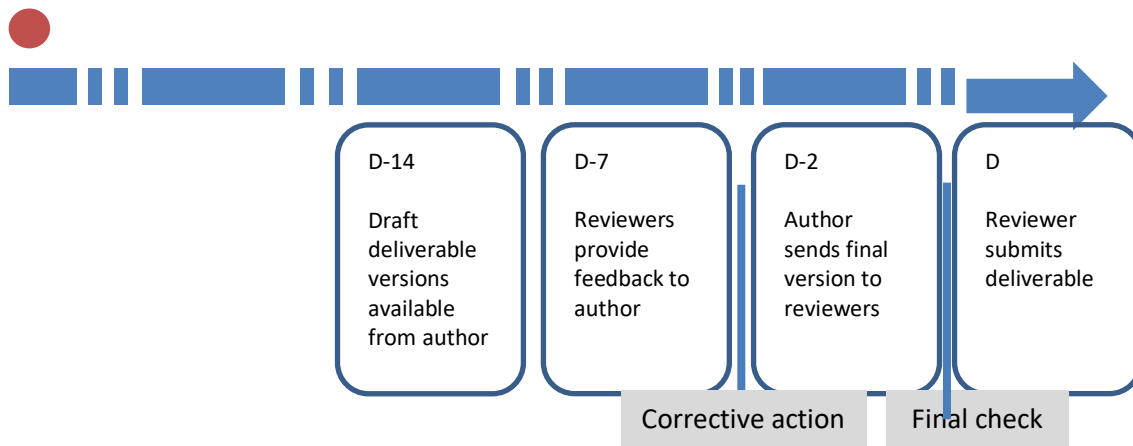of the European Union

**Data sources**:

All associated partners

### 3. Effect evaluation

The effect evaluation foresees two levels, which are: a) the assessment of the quality of the deliverables and b) the impact evaluation assessing the impact of the interventions to be unfolded under WP2 and WP3.

### 3.1. Quality assessment of the deliverables

This type of evaluation is intended to guarantee the production of high-quality deliverables in line with the project work plan. With this in mind, the following process (using a proper internal review) is outlined based on a time line and a set of actions to be repeated for each project deliverable. Figure 1 presents, in graphical terms, the sequence of events that will ensure the quality of Yabda's deliverables:

Start of Task

| D-14 | D-7 | D-2 | D |
|------|-----|-----|---|
| Draft deliverable versions available from author | Reviewers provide feedback to author | Author sends final version to reviewers | Reviewer submits deliverable |

Corrective action    Final check

**Figure 1:** The Yabda deliverables' quality assessment process

For each project deliverable internal reviewers are appointed in the early stages of the project. Table 1 below shows the detailed list of project deliverables together with their assigned internal reviewers (as they were appointed during the 2nd project meeting in Tunis, July 2018).

In a nutshell, the process described in Figure 1 requires that:

- The author of the deliverable provides a first draft of the deliverable to one among the appointed internal reviewers (shown in Table 1) at the latest two weeks before final submission;

- The internal reviewer provides his/her overall assessment of the deliverable and send it to the author within a week;

– The author implements the changes and sends the final version back to the reviewer, to the WP leader and the scientific coordinator, no later than 2 days before the deadline;

– Once last comments are resolved among all players and taken on board by the author, the deliverable is submitted to the Project Coordinator.

It is should be noted that authors when preparing the deliverables and internal reviewers when providing feedback should make sure to 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).

The end result of the implementation of this process is expected to be a set of quality deliverables.

**Table 1:** List of Yabda deliverables and assigned internal reviewers

| Del/able Number | Deliverable Name | WP | Name of lead org | Type | Due Month | Internal reviewer (indicated partner's member of the Quality Assurance Committee) |
|---|---|---|---|---|---|---|
| **R1.1.** | Yabda Entrepreunership model | 1 | AUEB | Report | M7 (July 2018) | UAE, UMAB, AUEB |
| **R1.2.** | Specifications of the Yabda Virtual Learning Environment | 1 | ReadLab | Report | M8 (August 2018) | UAE, UMAB, AUEB |
| **R1.3.** | Yabda Guide of Best Practices: University-led Entrepreneurship and Innovation | 1 | LENTIC | Report | M4 (April 2018) | UAE, UMAB, AUEB |
| **R1.4.** | Gap analysis Report | 1 | AMU | Report | M6 (June 2018) | UAE, UMAB, AUEB |
| **R1.5.** | Yabda Training Material and Trainers' Guide | 1 | LENTIC | Training material | M9 (September 2018) | UAE, UMAB, AUEB |
| **R1.6.** | Yabda Train the Trainers workshops | 1 | LENTIC | Product | M10-12 (December 2018) | UAE, UMAB, AUEB |

| R1.7. | Yabda Institutional Strategies | 1 | UH2C | Report | M12 (December 2018) | UAE, UMAB, AUEB |
|---|---|---|---|---|---|---|
| R2.1. | Yabda Entrepreneurship Centres | 2 | UCA | Product | M15 (March 2019) | UH2C, US, AUEB |
| R2.2. | Yabda Guide | 2 | UTEM | Learning material | M17 (May 2019) | UH2C, US,AUEB |
| R2.3. | Yabda Trainings workshops for teaching and administrative staff | 2 | UMAB | Product | M18-M20 (June 2019 ?) | UH2C, US,AUEB |
| R2.4. | Yabda Communities | 2 | UAE | | M18 (June 2019) | UH2C, US, AUEB |
| R2.5. | Yabda Hubs | 2 | UCA | Report | M18 (June 2019) | UH2C, US, AUEB |
| R2.6. | Yabda MOOC | 2 | ReadLab | Product | M16 (April 2019) | UH2C, US, AUEB |
| R3.1. | Yabda Training Material | 3 | US | Training material | M25 (January 2020) | UH1, UC3, AUEB |
| R3.2. | Yabda Training Programme | 3 | US | Product | M26-29; M31-34 (February 2020?) | UH1, UC3, AUEB |
| R3.3. | Community-led support for entrepreneurship in Yabda Universities | 3 | UAE | Report | M36 (December 2020?) | UH1, UC3, AUEB |
| R3.4. | Yabda Entrepreneurship prize | 3 | UB1 | Product | M26 (February 2020) | UH1, UC3, AUEB |
| R4.1 | Quality Evaluation Plan | 4 | UH2C | Report | M3 (March 2018) | UTM, AMU AUEB |
| R4.2 | Project Evaluation Compendium | 4 | AUEB | Product | M4 (April 2018) | UTM, AMU AUEB |
| R4.3 | Quality Evaluation Reports | 4 | AUEB | Report | M6, M12, M18, M24, M30 (June 2018,…June 2021) | UTM, AMU AUEB |

| | | | | | | |
|---|---|---|---|---|---|---|
| R.4.4 | Evaluation report | 4 | AUEB | Report | M36 (December 2020) | UTM, AMU AUEB |
| R5.1. | Dissemination and exploitation Plan | 5 | AMU | Report | M3(March 2018) | UAE, UB1, AUEB |
| R5.2. | Yabda website | 5 | ReadLab | Product | M3 (March 2020) | UAE, UB1, AUEB |
| R5.3. | Portfolio of dissemination material | 5 | AMU | Product | M6 (June 2018) | UAE, UB1, AUEB |
| R5.4. | Yabda national conferences | 5 | UC3 | Event | M24 (December 2019) | UAE, UB1, AUEB |
| R5.5. | Yabda policy briefs | 5 | UH1 | Product | M24, M36 (December 2019-2020) | UAE, UB1, AUEB |
| R5.6. | Yabda infodays | 5 | US | Event | M29 (May 2020) | UAE, UB1, AUEB |
| R5.7. | Yabda International Conference and Yabda Prize Award | 5 | UCA | Event | M36 (December 2020) | UAE, UB1, AUEB |
| R6.1. | Partnership Agreement | 6 | Project Coordinator | Product | M3 (March 2018) | ReadLab, LENTIC, AUEB |
| R6.2. | Interim Report #1 | 6 | Project Coordinator | Report | M12 (December 2018) | ReadLab, LENTIC, AUEB |
| R6.3. | Interim Report #2 | 6 | Project Coordinator | Report | M24 (December 2019) | ReadLab, LENTIC, AUEB |
| R6.4. | Final report | 6 | Project Coordinator | Report | M36 (December 2020) | ReadLab, LENTIC, AUEB |

## 3.2. Impact evaluation

Impact evaluation is intended to assess the impact of the project's activities. For this reason, the evaluation questionnaire presented in ANNEX 4 will be used after each workshop to measure participants' views.

## 4. C. Evaluation Reports

Below there is a compilation of all the reports to be produced under the WP4 work package and their estimated dates:

| Name of the report | Estimated period for its production |
| --- | --- |
| **Quality Assurance and Evaluation Plan** | M3 |
| **Project evaluation compendium** | M4 |
| **Quality Assurance and evaluation Reports** | M6; M12; M18; M24; M30 |
| **Evaluation report** | M36 |

**ANNEX 1 - MONITORING MATRIX**

| Del No | Deliverable Name | WP | Name of lead org | Type | Due in | Delivered in | Data collection instrument (eg. partners' progress report, questionnaires) |
|---|---|---|---|---|---|---|---|
| R1.1. | Yabda Entrepreunership model | 1 | AUEB | Report | M7 (Jul18) | | |
| R1.2. | Specifications of the Yabda Virtual Learning Environment | 1 | ReadLab | Report | M8 (Aug18) | | |
| R1.3. | Yabda Guide of Best Practices: University-led Entrepreneurship and Innovation | 1 | LENTIC | Report | M4 (Apr18) | | |
| R1.4. | Gap analysis Report | 1 | AMU | Report | M6 (Jun18) | | |
| R1.5. | Yabda Training Material and Trainers' Guide | 1 | LENTIC | Training material | M9 (Sep18) | | |
| R1.6. | Yabda Train the Trainers workshops | 1 | LENTIC | Product | M10-12 (Dec18) | | |
| R1.7. | Yabda Institutional Strategies | 1 | UH2C | Report | M12 (Dec18) | | |
| R2.1. | Yabda Entrepreneurship Centres | 2 | UCA | Product | M15 (Mar19) | | |
| R2.2. | Yabda Guide | 2 | UTEM | Learning material | M17 (May19) | | |
| R2.3. | Yabda Trainings workshops for teaching and administrative staff | 2 | UMAB | Product | M18-M20 (Jun19) | | |

| R2.4. | Yabda Communities | 2 | UAE | | M18 (Jun19) |
|-------|-------------------|---|------|--------|-------------|
| R2.5. | Yabda Hubs | 2 | UCA | Report | M18 (Jun19) |
| R2.6. | Yabda MOOC | 2 | ReadLab | Product | M16 (Apr19) |
| R3.1. | Yabda Training Material | 3 | US | Training material | M25 (Jan20) |
| R3.2. | Yabda Training Programme | 3 | US | Product | M26-29; M31-34 (Febr20) |
| R3.3. | Community-led support for entrepreneurship in Yabda Universities | 3 | UAE | Report | M36 (Dec20) |
| R3.4. | Yabda Entrepreneurship prize | 3 | UB1 | Product | M26 (Feb20) |
| R4.1 | Quality Evaluation Plan | 4 | UH2C | Report | M3 (Mar18) |
| R4.2 | Project Evaluation Compendium | 4 | AUEB | Product | M4 (Apr18) |
| R4.3 | Quality Evaluation Reports | 4 | AUEB | Report | M6, M12, M18, M24, M30 (Jun18-Jun21) |
| R.4.4 | Evaluation report | 4 | AUEB | Report | M36 (Dec20) |
| R5.1. | Dissemination and exploitation Plan | 5 | AMU | Report | M3(Mar18) |
| R5.2. | Yabda website | 5 | ReadLab | Product | M3 (Mar18) |
| R5.3. | Portfolio of dissemination material | 5 | AMU | Product | M6 (Jun18) |
| R5.4. | Yabda national conferences | 5 | UC3 | Event | M24 (Dec19) |

| R5.5. | Yabda policy briefs | 5 | UH1 | Product | M24, M36 (Dec19-20) |
|---|---|---|---|---|---|
| R5.6. | Yabda infodays | 5 | US | Event | M29 (May20) |
| R5.7. | Yabda International Conference and Yabda Prize Award | 5 | UCA | Event | M36 (Dec20) |
| R6.1. | Partnership Agreement | 6 | UH2C | Product | M3 (Mar18) |
| R6.2. | Interim Report #1 | 6 | UH2C | Report | M12 (Dec18) |
| R6.3. | Interim Report #2 | 6 | UH2C | Report | M24 (Dec19) |
| R6.4. | Final report | 6 | UH2C | Report | M36 (Dec20) |

**ANNEX 2 –PARTNERS' PROGRESS REPORT**

**ANNUAL PROGRESS REPORT OF DELIVERABLES**

**Period covered** (12 months):

**Partner**: [Name of the partner]

**Author**: [Name of the author of the report]

Please provide input for the deliverables that you are leading (as presented in the Monitoring matrix, ANNEX 1)

|  | Please provide info here |
|---|---|
| Delivery number |  |
| Deliverable title |  |
| Delivery date for this deliverable |  |
| Brief description of work and methodology applied |  |
| Level of achievement |  |
| Problems encountered |  |
| Action taken to overcome the problem |  |
| Contribution of other partners in the preparation of the deliverable |  |
| Coordination with other activities and partners within the same or other WP |  |
| Involvement of external participants and target groups |  |
| Dissemination of the deliverable |  |

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**ANNEX 3 – PARTNERS' SATISFACTION QUESTIONNAIRE**

The questionnaire aims at an internal self-evaluation in order to assess and thereby improve if necessary the working process and collaboration within the consortium of the YABDA Project. The results of the questionnaire will be made available to the members of the consortium.

Please note that the questionnaire consists of 2 sections and it is important that you fill in both of the sections. The first section consists of open ended questions that require that you write down your opinions on the current ongoing activities and the general trend of the project. The second part consists of a set of structured closed questions that require that you state whether the main processes of the project have been organized in a proper way.

**SECTION I**

1)  What do you think worked well during the 1ˢᵗ half of the project (15 months)? Could you give some reasons for this?

_____

_____

_____

2)  What do you think did not work well during the 1ˢᵗ half of the project (15 months)? Again could you give some reasons for this as well?

_____

_____

_____

3)  What would you change about the project for the next part of the project?

_____

_____

_____

4)  In general how satisfied are you with the project so far?

_____

_____

_____

5)  Have you had any initial expectations when the project had kicked off? If yes, what were they?

_____

_____

_____

6) Have your initial expectations been fulfilled?

_____

_____

_____

7) What are your expectations for the remaining of the project?

_____

_____

_____

SECTION II

Please give a mark to the following topics (Project Management related ones and internal cooperation related ones) according to your satisfaction and wish for changes to be done.

Please use the following scale:

•Very low level – **Mark 1**

•Low level – **Mark 2**

•Acceptable – **Mark 3**

•Good level – **Mark 4**

•Very good level – **Mark 5**

| Topic | Please give a mark here | Please write here your opinions/proposals for change |
|---|---|---|
| **Project management** | | |
| 1. Overall coordination | | |
| 2.Decision making processes - How fair was it? | | |
| 3.Decision-making processes – How transparent was it? | | |
| 4.Planning of activities – how effective was it? | | |
| 5.Distribution of roles and responsibilities by the project management to you – how clear was it? | | |
| 6.Keeping up with the deadlines | | |
| 7.General progress of the project | | |

| Working together | | |
|---|---|---|
| 1.Cooperation amongst partners | | |
| 2.Conflict resolution | | |
| 3.Communication with other associated partners | | |
| 4.Communication with the project manager | | |
| 5.Opportunities to learn new things | | |

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**ANNEX 4 – WORKSHOPS' EVALUATION QUESTIONNAIRE**

Your opinion is very important for us in order to evaluate the workshop and organize it better in the future. Please spend a few minutes to answer the following questions.

Please place a **√** in the answer that expresses you the best.

## Organization of the workshop

|  | Totally disagree | Partly disagree | Neither agree nor disagree | Partly agree | Totally agree |
|---|---|---|---|---|---|
| The duration of the workshop was satisfactory. | ☐ | ☐ | ☐ | ☐ | ☐ |
| The programme of the workshop was well organized time-wise. | ☐ | ☐ | ☐ | ☐ | ☐ |

## Scope of the workshop

|  | Totally disagree | Partly disagree | Neither agree nor disagree | Partly agree | Totally agree |
|---|---|---|---|---|---|
| The workshop enhanced your knowledge on entrepreneurial terms and concepts. | ☐ | ☐ | ☐ | ☐ | ☐ |
| The workshop enhanced your entrepreneurial skills. | ☐ | ☐ | ☐ | ☐ | ☐ |
| The workshop enhanced your interest in entrepreneurship. | ☐ | ☐ | ☐ | ☐ | ☐ |

## Implementation of the workshop

|  | Totally disagree | Partly disagree | Neither agree nor disagree | Partly agree | Totally agree |
|---|---|---|---|---|---|
| The learning methods and techniques used during the workshop helped in the assimilation of the knowledge presented. | ☐ | ☐ | ☐ | ☐ | ☐ |
| The instructors contributed positively in the implementation of the workshop and in providing the necessary guidance. | ☐ | ☐ | ☐ | ☐ | ☐ |

## Overall evaluation of the workshop

|  | Totally disagree | Partly disagree | Neither agree nor disagree | Partly agree | Totally agree |
|---|---|---|---|---|---|
| The workshop was interested. | ☐ | ☐ | ☐ | ☐ | ☐ |
| My overall opinion of the workshop is a positive one. | ☐ | ☐ | ☐ | ☐ | ☐ |

Are there any comments you wish to make regarding the workshop?

..................................................................................................................................................

...............................................................................................................................THANK YOU!