

# MIETC External Evaluation INTERIM EVALUATION REPORT

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DEVELOPMENT OF A MASTER PROGRAMME IN THE MANAGEMENT OF INDUSTRIAL  
ENTREPRENEURSHIP FOR TRANSITION COUNTRIES

610198-EPP-1-2019-1-ES-EPPKA2-CBHE-JP

## Partners



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### **Acknowledgements**

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We would like to thank especially the project coordination team (University of Santiago de Compostela) for providing all the necessary information to monitor and assess the results of the Project.

***MIETC Project – Interim Evaluation Report***

Elaboration: Estrategia y Organización S.A. [www.eosa.com](http://www.eosa.com)

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## INTRODUCTION

### INTRODUCTION TO PROJECT EVALUATION

#### External evaluation: a key part within Quality Management

The evaluation and monitoring of the project's results are thoroughly put into practice during the development of Work Package 4 (WP4). Quality assurance, evaluation and monitoring processes are of utmost importance for the Management Board (MB), composed by one representative by country.

In this regard, the Quality Management is composed of the following main tasks:

- A detailed **Quality Assurance Plan**, detailing issues, such as quality standards, quantitative/qualitative indicators to measure and monitor, reporting and revision procedures, learning modules' quality assurance mechanisms, methodological training means evaluation, monitoring of the satisfaction and needs' orientation of learning deployments.
- An **External Evaluation**, in order to assess, under an independent approach, the project's results and processes, as well as its exploitation and sustainability levels. There will be one interim and one final evaluation exercises. These quality assessments will identify potential project shortfalls, methods to address them, potential process redesign needs and other project implementation changes.

Thus, a key part of the Quality Management work package (Work Package 4) is the realization of an external evaluation (4.1), in line with the Quality Assurance Plan, document which details the main instruments, tools and procedures to be followed for a high-quality project implementation and that defines quality frameworks for each work package and task (tangible outputs, quantitative indicators, qualitative indicators and quality control actions/mechanisms).

As indicated in such Quality Assurance Plan of the project, it is the responsibility of the External Evaluator to *“assess the project's results and processes, as well as its exploitation and sustainability levels. All partners, led by the QA managers, will provide to the External Evaluator all necessary information/data related to the Evaluation exercise. There will be one interim and one final evaluation exercises. These quality assessments will identify potential project shortfalls, methods to address them, possible process redesign needs and other project implementation changes”*.

In summary, the development of the external evaluation is aimed to monitor and assess the development and performance of the whole work programme and to measure the achievement of results and objectives.

In order to carry out this task with objectivity and expertise, the Lead Partner on ERASMUS+ MIETC project (University of Santiago de Compostela) has outsourced the external evaluator role to EOSA, based on its experience in the management and evaluation of European Projects.



## 2 Reports: Interim and Final

The products of this evaluation work are the **Interim Report** and the **Final Report**. A mid-term evaluation is carried out at the half-way stage\* of the intervention and a final evaluation is conducted towards the end of an intervention (final delivery 2 months before the end of the project).

\*Considering the delay of the implementation the MIETC Project due to COVID-19 pandemic situation, the “mid-term” evaluation will be carried out from the beginning of the project until the month 22 of project implementation.

The final evaluation and the Final report will be more focused in an analysis of the potential impacts and capitalization and assessment with proposals after project’s ending.

These deliverables will include all the main data compiled from the Project’s documents and from the techniques implemented ad hoc. It will describe and analyse the project from the beginning to the closing, focused in the criteria and the principles previously mentioned. As a part of it, the **reports will provide some conclusions and recommendations** as support for the strengthening of the potential impacts in the field of action of the project and identifying those best practices with a higher possibility of continuity.

## THE INTERIM REPORT: CONTENTS AND METHODS

The Interim Report consists in the monitoring of the execution of the project (since its beginning till the month 22) and in a **first assessment of some criteria**.

Mainly, the criteria that has been followed by the development of this Interim Report (explained in detail in the following sections) have been the following, always considering the data available at the moment:

- **Effectiveness** to achieve the foreseen products and results, contrasts of baseline values and real values of indicators, focusing on the resources (human, technical, financial) available, as well as on the planning and execution time allocated for the development of the activities foreseen in the project.
- **Efficiency**, focusing on the resources (human, technical, financial) available, as well as on the planning and execution time allocated for the development of the activities foreseen in the project.
- **Pertinence / relevance**, focusing on the alignment of the activities conducted with the project objective and expectations, as well as on their impact on project organisations.

After such criteria review, and as main objective, this Interim Report will **provide some conclusions and recommendations** as support for the strengthening of the project implementation for the following months as well as to make it more impactful among the target community.



Thus, the structure of this report includes the following aspects:

**1. Introduction**

- 1.1 Introduction to project evaluation
- 1.2 The Interim Report: contents and methods

**2. Description of the Project**

**3. Methodology used in the evaluation process**

- 3.1 Evaluation by criteria

**4. Analysis of the evaluation criteria**

- 4.1 Efficiency
- 4.2 Effectiveness
- 4.3 Pertinence / relevance

**5. Conclusions and recommendations**



## THE MIETC PROJECT: DESCRIPTION

### Purpose, aim and objectives

The **purpose** behind the MIETC project is to build the capacity of the human capital in the HEIs of Central Asian countries on industrial entrepreneurship aiming to provide students skills and competences more aligned to the needs of their labour markets.

MIETC outcomes will fill the gaps in relevant knowledge and skills of local HEIs, students and business in Industrial entrepreneurship and its ability to be constantly linked to the market.

The project's main **aim** is:

- To **strengthen academic capacity of HEIs in Industrial Entrepreneurships in Central Asia** by the development and implementation of interdisciplinary Master program and to establish sustainable cooperation between partner's HEI and labour market.

Within the general aim the specific **objectives** are:

1. To **create the curriculum the of the master programme** taking into account the experience of the local HEI's and firms and the knowledge of the EU HEI's using a co-design strategy.
  - a. To collaboratively (private sector and academia) design and frequently update a curriculum consisting of the following initially defined thematic topics.
  - b. To test the above curriculum with custom methodologies tailored to the specific needs of market.

This will guarantee that curriculum and study material are market relevant satisfying the need of different target groups (students, HEI's staff). This is particularly relevant to Kazakhstan since one of their problems is student migration to study in other countries due to the low-quality programmes which are not connected to the labour market.

2. To frequently **update and present the material in plain and easy-to-understand language** (in three different language for each partner), in an open and unrestricted access manner, to reach and engage the widest audience of participants. This will secure that the program is up to date.

The project's methodology will follow an agile and lean-training approach in order to be easily accessible to all target-audiences. Learning methodology and content will be frequently evaluated and updated throughout the project to maximise knowledge transfer.

3. To **build the capacity of local HEIs by train the trainers in Industrial Entrepreneurship**. Local trainers will be trained in 12 subjects based on 4 initially defined thematic priorities: Data usage, Management, Business positioning, Engineerships. This will guarantee the sustainability of the programme since the e knowledge transferred will be not limited just receivers, but they will spread it to future generations of the students. MIETC project is a highly relevant and timely project, especially for Transition Countries



and in particular for Tajikistan, such as Entrepreneurship is the main driver of the Economy, as well as a lot of universities, has not such kind of Master's degree program.

4. To **establish strong university-business cooperation** to facilitate knowledge exchange among stakeholders of the project. The curriculum and syllabuses will be on open-access mode to widen the audience reached. Academic and business consortium members will be collaboratively designing and testing the curriculum. Additionally, the training validation and foresight exercises will effectively mix academic insights with real-world cases and entrepreneurial practical examples for the benefit of all target-groups. In these central Asian countries, there is not much collaboration between HEI's and local industries, so this project will also address this problem.
5. To **facilitate the internationalization of HEIs**, local business and students through building long-term cooperation between participants. Academic partners will provide academic exchange between students of the different partners countries to support culture and knowledge exchange. Associated partners from private sectors will provide internship for graduates of the project keeping some openings for students from the master of the other partners countries. Additionally, this master will be first and effective Master's degree program Industrial Entrepreneurship in these Central Asian countries which it can attract a lot of new students from the neighbouring countries.
6. To **address effectively gender, inclusiveness and sustainability** issues of higher education in CA partners by competence building of teachers throughout incorporating this issues to some subject such as Strategic Management and in the practical trainings for HEI'S staff where proposals such introducing quotas for females, marginalised and minority groups will be considered.



## METHODOLOGY USED IN THE EVALUATION PROCESS

The evaluation that is being conducted in both this Interim Report and for the Final Report follows the main criteria recommended by the European Commission, in line with those reflected in the technical specifications of the contracting process launched by the Lead Partner of the ERASMUS+ MIETC project (University of Santiago de Compostela).

Thus, based on these key evaluation issues, the process is being implemented by measuring and analysing the results of the intervention or project and by answering the evaluation questions, which are the guide to know in depth the performance of the European project.

### EVALUATION BY CRITERIA

#### Technical specifications – contracting process

In the technical specifications of the contracting process launched by the Lead Partner of the ERASMUS+ MIETC project (University of Santiago de Compostela), the following criteria has been reflected:

1. Assessment of the **quality and effectiveness of project implementation and cooperation**: work processes and mechanisms, activities and results of each work package;
2. Assessment of the **effort and competences of the partners** in each work package;
3. Identification of **weaknesses and problems** and proposal of **adjustments and improvements** to address and solve them;
4. Evaluation of the aspects related to the **long-term sustainability** of the results and recommendations;
5. Verification of **correspondence and adherence** to the internal work plan and the objectives and results defined in the proposal;
6. **Impact** of the activities and results developed and their relevance at national and international level;
7. Assessment of **cross-cutting issues relevant to the EU and its partner countries** (gender balance, sustainable development, unemployment, social cohesion, inclusion, etc.).

#### Criteria and questions recommended by the European Commission

Such criteria are being covered by the following **criteria and questions** recommended by the European Commission:

- ❖ **Efficiency**: it refers to the relationship between the resources used in the implementation of activities and actions and the outputs and/or outcomes achieved by them. The terms economy and cost minimisation are sometimes used in much the same way as efficiency. This is a crucial but often very sensitive issue requiring constant verification through both monitoring and evaluation processes.

- ❖ **Effectiveness:** This issue is one of the most important at an evaluation of a project or operation within the context of a Programme. It basically refers to the verification of outputs and achievements against the objectives and priorities, as well as the indicators foreseen in the application form. Effectiveness can be assessed in 2 different directions:
  - External: by evaluating the project contribution and its effect on the objectives of the programme and sub-programme and the degree to which the project reaches the different beneficiary groups in a balanced way.
  - Internal: by evaluating the partnership and the internal cooperation between the different entities working towards the success of the project.
  
- ❖ **Pertinence / Relevance:** it refers to the adequacy between the objectives of the project and the context: partners involved in the project, target population, etc. The relevance aspect checks if the project is still relevant in the policy context, if it is dealing with the issues that are needed, as defined in the application form.
  
- ❖ **Sustainability:** it refers to the extent to which the results and outputs of the intervention are durable, to what extent positive effects are likely to last after an intervention has terminated. It could also be considered at a broader scale as the sustainability of institutional changes as well as socio economic impacts. Other concepts linked with the duration of the results are:
  - Durability and effectiveness of cooperation, by assessing impact among the partners and other target groups, the lasting effect of project outcomes, the future cooperation, etc.
  - Capitalization and exploitation of the results: including the profitable and not profitable effects generated thanks to the project in future target groups, institutions or organizations.
  
- ❖ **Impact:** it refers to the estimation of the long-term effect of interventions on the environment in which they operate, i.e. the contribution to achieving the programme's objectives. Impact is usually measured after the project has ended and the socio-economic changes promoted by the project can be analysed.
  
- ❖ **Other:** Other criteria such as equity or effects on environment and equal opportunities are also often used in European projects evaluation. In addition, evaluation criteria and evaluation questions that derive from them may relate to the negative and positive unintended consequences of interventions. Special attention should be paid to:
  - Cross-cutting issues relevant to the EU and its partner countries (gender balance, sustainable development, unemployment, social cohesion, inclusion, etc.).
  - Added value of the international cooperation.
  - Innovativeness of the project and its outputs.



- Synergy and complementarity with the objectives and tasks of the participating entities collaborating as project partners.

As already indicated in the section “Introduction” section, efficiency, effectiveness and pertinence /relevance will be the criteria analysed for the development of this Interim Report.

More information about the Methodology followed and the Evaluation Criteria can be consulted in the **Terms of Reference document**, document that had been made available in the month of October 2021.

During the evaluation process, the assessment includes the achievement of **Project’s specific goals** and its **contribution to the challenges** identified on the **ERASMUS + programme**, focusing on those more related to the **Capacity Building in higher education** line.

## ANALYSIS OF THE EVALUATION CRITERIA

In this section, the different criteria addressed for this Interim Report (efficiency, effectiveness and pertinence / relevance) are fully analysed, taking into account both the **results of the survey\*** sent to project partners on the 25<sup>th</sup> of October 2021 and the **analysis of the documentation** being developed in the project so far (mainly the information available in Google Drive folder- *internal documentation* - and in the project website – *public information*).

The main results and conclusions are also incorporate by each of the criteria addressed.

### EFFICIENCY

The focus in this evaluation criterial is on the resources (human, technical, financial) available, as well as on the planning and execution time allocated for the development of the activities foreseen in the project.

#### Review of documentation

It is important to highlight the **low level of budget expenditure** during the first year of project implementation. As it can be observed in the document “1.2. 1st year consolidated expenditure report” \* available in the project folder in Google Drive, the overall reported expenditure is only a 17% of the budget available.

The budget lines “Staff Costs”, with a 36,6% of execution, and the “Equipment Costs”, with a 48% are the ones that are being absorbing the largest share of the available budget, as they are the ones that can be less affected by the COVID-19 pandemic situation. In this regard, staff costs could be easily justified by the development of desk-related tasks (development of materials and preparation of project events).

On the other hand, both the costs related to subcontracting and travel and cost of stay are almost residual, especially (for obvious reasons due to COVID-19 pandemic situation) those related to Travel and Cost of Stay, which represent more than half of the budget available.

Regarding the distribution of expenditure by partner, it is important to highlight the low level of expenditure of the Slovenian partner (University of Ljubljana), which reported less than a 9% of its available budget, which differs from the other European partners, especially considering that its largest budget corresponds to staff costs. Central Asian partners have lower rates of execution, motivated by the impossibility to implement mobility activities due to COVID-19, as their largest budget corresponds to travel and cost of stay.

The request of a project prolongation for 1 extra year (accepted by EACEA on the 2nd of December 2021) should permit the acceleration in the development of project activities and therefore the execution of costs in all the budget lines available.

The flexibility of budget transfers allowed by the ERASMUS+ Programme should also help in this regard.

\*The data available corresponds to the first year of project implementation. Data from the second year is still pending

PROJECT NAME		MIETC		
PROJECT NUMBER		610198-EPP-1-2019-1-ES-EPPKA2-CBHE-JP		

GRANT AWARDED		REPORTED	% REPORTED
1	Staff Costs	306.847,00 €	112.198,00 € 36,6%
2	Travel Costs	198.150,00 €	635,00 € 0,3%
3	Costs of Stay	239.280,00 €	840,00 € 0,4%
4	Equipment Costs	39.777,00 €	19.112,69 € 48,0%
5	Subcontracting costs	22.960,00 €	785,67 € 3,4%
A	Grant for project activities	807.014,00 €	133.571,36 € 17%
B	Additional Grant for Special Mobility Strand		
Total Grant requested from the European Union (A+B)		807.014,00 €	

Figure 1: Overview of the 1st year consolidated expenditure report

## Results of the partners' survey

2 main questions were asked to project partners so that they could assess the resources they have for the project in terms of resources and time to develop the activities foreseen.

Thus, firstly, partners were asked to indicate their level of agreement with the **resources** they have at **financial, technical and human level** to develop project activities.

As can be observed in the graphic below, partners in general agree with the resources allocated, although the availability of financial resources is the aspect they agree less with. From the responses received, both human and technical resources are enough to develop project activities.

### 3. Available resources

[Más detalles](#)

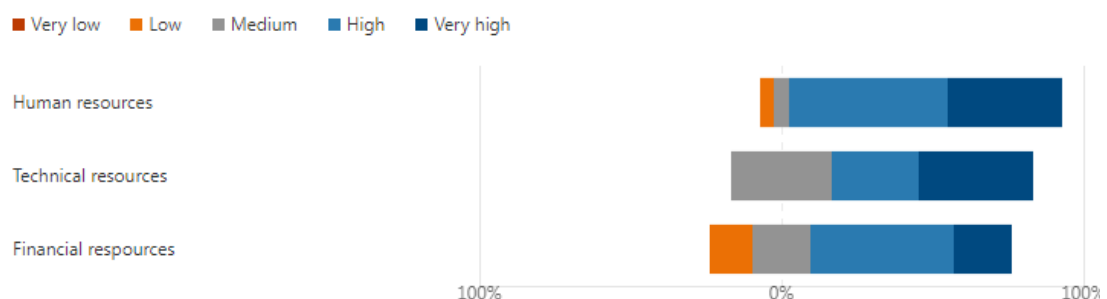


Figure 2: Results of the survey to the question "Indicate your degree of agreement with the resources that your organisation has in the project in order to develop project activities".

Then, they were asked to indicate their degree of agreement with the time that has been allocated to project planning and implementation for the objectives and expected results so far.

#### 4. Planning and execution time

[Más detalles](#)

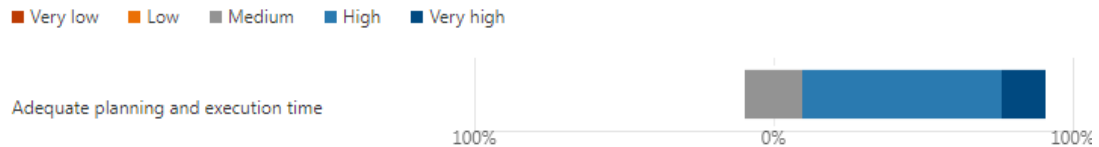


Figure 3: Results of the survey to the question “Indicate your degree of agreement with the time that has been allocated to project planning and implementation for the objectives and expected results so far”.

As observed in the graphic, partners are highly satisfied with the available time for planning an execution of the project activities.

#### Main results and conclusions

- The resources allocated at human, technical and financial level are enough to develop project activities.
- Financial resources are seen (according to some partners) as the only aspect that could be improved.
- The time allocated (and especially after the project prolongation for 1 extra year) seems to be enough to develop project activities.
- Low level of financial execution (with the data available), especially in the budget lines related to subcontracting, travel and cost of stay.
- Staff costs are, in general, being implemented according to schedule.
- Travel and cost of stay are affected by the restrictions derived from the COVID-19 pandemic situation.

## EFFECTIVENESS

This section focuses on 2 main aspects for the proper development of the project implementation and achievement of the foreseen products and results:

- On the one hand, on the key aspects at internal / partnership level that are required in order to ensure a proper project development, with especial attention to the internal cooperation between the different entities working towards the success of the project.
- On the other hand, on the activities that are being implemented in the project at technical level (including expectations to achieve the results foreseen and dissemination), focusing on the project contribution and its effect on the objectives of the programme and sub-programme and the degree to which the project reaches the different beneficiary groups in a balanced way.

### Review of documentation

Firstly, regarding **the internal management and communication** aspects, in general terms, the project is well managed by the coordinator, considering the number and variety of partners involved, and it is being conducted under a transparent approach. These are some of aspects to be highlighted:

- The availability and organisation of the most relevant documents of the project through a project folder in Google Drive is a good mechanism to share information with project partners. Documents are organised in an intuitive way and are frequently updated.
- Documents for internal communication, implementation, quality plan and reporting are clear and well structured.
- Meetings are organised on a frequent basis and properly organised and all the relevant documents (presentations, agenda, minutes, etc.) are available for project partners. Online meetings are being organised in order to deal with the COVID-19 pandemic situation.
- The interaction with EACEA (managing body) seems to be fluent and fruitful, with the communication available and in common agreement with the rest of the project partners.
- Project report submitted is clear and concise, indicating all the elements needed by the Programme to understand the project situation at technical and financial level.
- The actions conducted to give response to the COVID-19 pandemic situation (turning events / meetings / trainings into virtual, redesign of the budget, request for project prolongation) are being done properly, in direct contact with project partners and with EACEA.
- The internal communication between the coordinator and the rest of the partners seems to be properly conducted. However, partners should be more active in sharing their work with the rest of the project team.



Secondly, regarding the **activities that are being implemented in the project at technical level**, it is appreciated a delay in the activities according to the original schedule.

- It is especially relevant the delay in the conduction of mobilities due to COVID-19 pandemic situation.
- In spite of the delay, key activities have been developed or are under development. The fact of having developed the Analysis activities, as well as the Master Program Curriculum, the syllabi for the courses and the English training program shows that the project development is on the right path.
- In spite of the problems observed in the development of activities involving stakeholders (Workshops), it is observed that efforts have been made in order to carry them out, although this aspect must be reinforced in the following months of project implementation in order to engage key actors as much as possible.
- The request for project prolongations had foreseen an updated planning of the activities to be conducted during the project, which clearly indicates the achievement of the different actions, with the following distribution per year:



○ Revised Workplan for year 2 (last months of 2021)

Activities		Total duration (number of weeks)	M10	M11	M12
Ref #	Title				
<b>WP1 Project Management</b>					
1.2	Financial management and administration	1			1= 1X
1.3	Project internal communication and coordination	3	1= 1X	1= 1X	1= 1X
<b>WP3 Development</b>					
<b>3.1 Curriculum design and preparation</b>					
3.1.2	Curriculum presentation to stakeholders	2		2x	
3.1.3	Content development	13	4= 1x	4= 1x	2= 1x
3.1.4	Developing of English language training program and Improving English proficiency of academic staff	3	1x	1x	1x
3.1.6	Certification and accreditation process	3	1x	1x	1x
<b>WP5 Dissemination</b>					
5.2	Development of professional network	2		1x	1x
5.4	Web site and visual identity	1		1=	
5.5	Social media and communication	1		1=	
5.6	Articles and publications	1		1=	
5.7	Dissemination, promotional campaigns, info days	1		1=	

Figure 4: Revised Workplan for year 2, according to the document “Justification and updated planning”

○ Revised Workplan for year 3 (2022)

Activities		Total duration (weeks)	M1	M2	M3	M4	M5	M6	M7	M8	M9	M10	M11	M12
Ref #	Title													
<b>WP1 Project Management</b>														
1.2	Financial management and administration	4			1= 1X			1= 1X			1= 1X			1= 1X
1.3	Project internal communication and coordination	24	1= 1X	1= 1X	1= 1X	1= 1X	1= 1X	1= 1X	1= 1X	1= 1X	1= 1X	1= 1X	1= 1X	1= 1X
1.4	2nd Management meeting	1	1=											
<b>3.1 Development of the curriculum for the Master</b>														
3.1.4	Developing of English language training program	2	1x	1x										
3.1.5	Trainings on the Master subjects	1		4=										
3.1.6	Certification and accreditation process	4	1X	1X	1X	1X								
<b>3.2 Entrepreneurs Centres</b>														
3.2.1	Training on the Establishment of Entrepreneurs Centres	1			1=									
3.2.2	Establishment of Entrepreneurs Centres	9		1X	1X	1X	1X	1X	1X	1X	1X	1X		
3.2.3	Coordination of Entrepreneurs	3										1X	1X	1X
<b>3.3 Master Programme implementation</b>														
3.3.1	Student enrolment procedure	4					1X	1X	1X	1X				
3.3.2	Full implementation	20								4X	4X	4X	4X	4X
3.4	Sustainability and Long-term recommendations													
3.4.2	Implementation	2										2X		
<b>WP4 Quality Assurance</b>														
4.1	Quality Plan	2							2=					
4.2	Periodical reports	2	1X	1=										
<b>WP5 Dissemination</b>														
5.2	Development of professional network	2												2X
5.3	Promotion of the Master Programme	1									1X			
5.4	Web site and visual identity	12	1=	1=	1=	1=	1=	1=	1=	1=	1=	1=	1=	1=
5.5	Social media and communication	12	1=	1=	1=	1=	1=	1=	1=	1=	1=	1=	1=	1=
5.6	Articles and publications	2										1X		1X
5.7	Dissemination, promotional campaigns, info days	2						1X						1X

Figure 5: Revised Workplan for year 3, according to the document “Justification and updated planning”

○ Revised Workplan for year 4 (2023)

Ref.#	Title	Activities	Total duration (weeks)	M1	M2	M3	M4	M5	M6	M7	M8	M9	M10	M11	M12
<b>WP1 Project Management</b>															
1.2	Financial management and administration		4			1=			1=			1=			1=
1.3	Project internal communication and coordination		24	1=	1=	1=	1=	1=	1=	1=	1=	1=	1=	1=	1=
1.5	3rd Management meeting		1						1=						
<b>3.2 Entrepreneurs Centres</b>															
3.2.3	Coordination of Entrepreneurs		4			1X			1X			1X			1X
<b>3.3 Master Programme implementation</b>															
3.3.1	Student enrolment procedure		4					1X	1X	1X	1X				
3.3.2	Full implementation		40	4X	4X	4X	4X	4X			4X	4X	4X	4X	4X
<b>3.4 Sustainability and Long-term recommendations</b>															
3.4.2	Implementation		8	2X			2X			2X			2X		
3.4.3	Report and recommendations		6									2X	2X	2X	
<b>WP4 Quality Assurance</b>															
4.1	Quality Plan		2							2=					
4.2	Periodical reports		2	1X	1=						1X	1=			
<b>WP5 Dissemination</b>															
5.3	Promotion of the Master Programme		1										1X		
5.4	Web site and visual identity		12	1=	1=	1=	1=	1=	1=	1=	1=	1=	1=	1=	1=
5.5	Social media and communication		12	1=	1=	1=	1=	1=	1=	1=	1=	1=	1=	1=	1=
5.6	Articles and publications		2					1X							1X
5.7	Dissemination, promotional campaigns, info days		2					1X							1X

Figure 6: Revised Workplan for year 4, according to the document “Justification and updated planning”

- Regarding the dissemination aspects, it is observed that the website and communication channels of the project (and those of the partners at internal level) should be improved, informing about the activities conducted (making them easily available) and those to be conducted in the near future in order to engage the community.

## Results of the partners’ survey

Firstly, partners were asked to assess some key aspects at internal / partnership level that are required in order to ensure a proper project development, such as: management tools / outcomes, project meetings and other aspects related to management and communication, as well as a specific question related to the COVID-19 pandemic and project prolongation.

### Management Tools

#### 5. Management tools / outcomes

[Más detalles](#)

Very low Low Medium High Very high

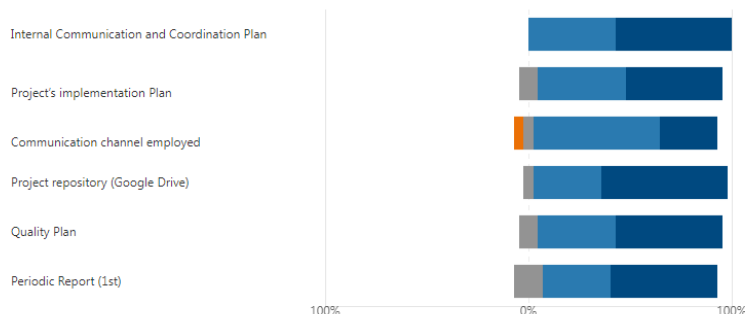


Figure 7: Results of the survey to the question “Indicate your degree of satisfaction with the guidelines, communication and information sharing means and documents developed so far to ensure proper project management and reporting”.

All the 6 aspects indicated in this section have performed well, especially the one related to the Internal Communication and Coordination Plan (high and very high scores). The Project repository (Google Drive) also achieves the highest degree of satisfaction, with almost a 62% of scores with a “very high” degree.

The only section that received a small negative assessment (although almost residual – less than 5%) has been the communication channel employed.

## Project Meetings

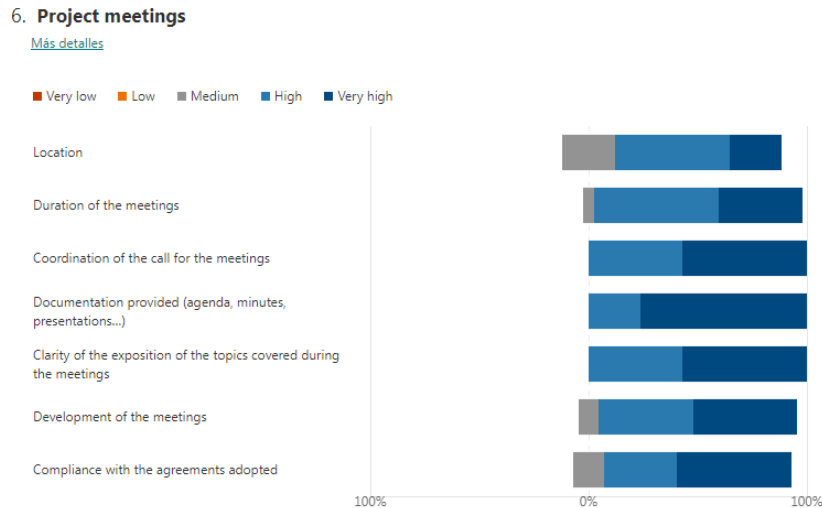


Figure 8: Results of the survey to the question “Indicate your degree of satisfaction regarding the following aspects related to project meetings celebrated in the project so far”.

As in the previous section, all the 6 aspects indicated in this section have performed well, especially the Documentation provided (with more than a 75% of high degree of satisfaction), the Coordination of the call for the meetings (almost a 60% of high degree of satisfaction) and the Clarity of the exposition of the topics covered during the meetings (with also almost a 60% of high degree of satisfaction).

To the open question: “Do you have any suggestion/idea that could be implemented in the project that could lead to an improvement in the development of project meetings?”, there were some responses offered by project partners, which can be summarised in the following ideas:

- ✓ To make the project meetings on a regular basis. Meetings could be programmed on a fixed schedule.
- ✓ Consider the cultural aspect, encouraging the communication among partners (time to present themselves) in order to recognise potential synergies / opportunities for further cooperation.
- ✓ To record the meetings.
- ✓ To involve stakeholders or industry representatives.
- ✓ To add informal meetings

## Other aspects of management and communication

### 8. Other aspects of management and communication

[Más detalles](#)

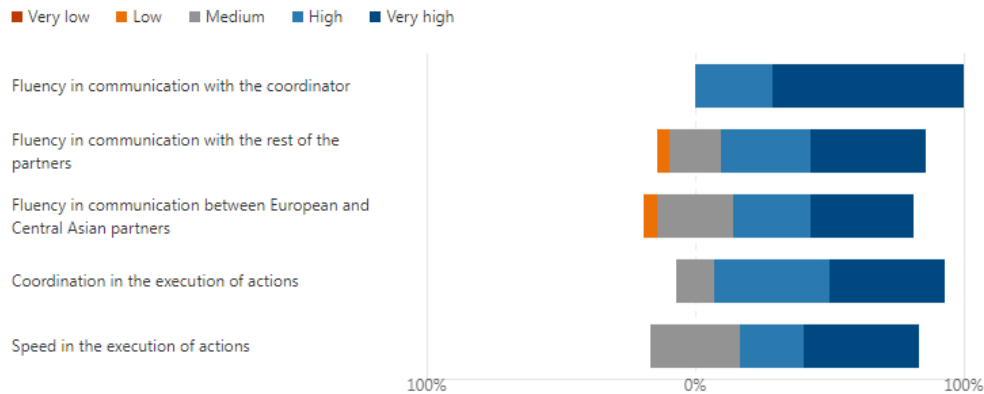


Figure 9: Results of the survey to the question “Indicate your degree of satisfaction regarding the quality of the communication between project partners and with the project coordinator”.

All the 5 aspects had a high or very high degree of satisfaction. The aspects with a better performance have been the Fluency in communication with the coordinator, with more than a 70% of high degree of satisfaction.

Other aspects that are has not performed so well are the Coordination (in spite of their high degree of satisfaction) in the execution of actions and the Speed in the execution of actions, perhaps motivated by the difficulties encountered in the project implementation due to COVID-19 pandemic situation.

Finally, the aspects that has shown a small low level of agreement (only a small percentage) has been the Fluency in the communication with the rest of the partners and the Fluency in the communication between European and Central Asian partners.

To the open question: “Do you have any suggestion/idea that could be implemented in the project that could lead to an improvement in the communication flow?”, there were some responses offered by project partners, which can be summarised in the following ideas:

- ✓ To accelerate the execution of actions.
- ✓ To use Messenger apps to improve the communication flow.
- ✓ To have face-to-face meetings of the whole consortium, to facilitate personal communication among the people involved.
- ✓ To make partners regularly update the Consortium about the work carried out at their respective institutions.

## COVID-19 pandemic and project prolongation

### 10. COVID-19 pandemic and project prolongation

[Más detalles](#)



Figure 10: Results of the survey to the question “Indicate your degree of agreement with the actions implemented by the project to deal with the COVID-19 pandemic, as well as with the project prolongation for 12 extra months

For this aspect, both the Request of a project prolongation for 12 extra months and the Actions implemented to deal with the COVID-19 taken have a high or very high degree of satisfaction among partners. In this regard, more than 60% of the partners responded with a very high degree of agreement to the request for 12 extra months, while more than a 40% indicated a very high degree of satisfaction with the actions implemented to deal with COVID-19.

Then, in a second block of questions, partners had the opportunity to assess the activities that are being implemented in the project at technical level (including expectations to achieve the results foreseen and dissemination), giving their feedback on aspects such as on the technical activities conducted to date, if the actions implemented so far have been adequate to implement project actions according to expectations and also on the resources, tools and means that are being employed to foster project communication and dissemination.

## Technical activities conducted so far

### 11. Technical activities conducted so far

[Más detalles](#)

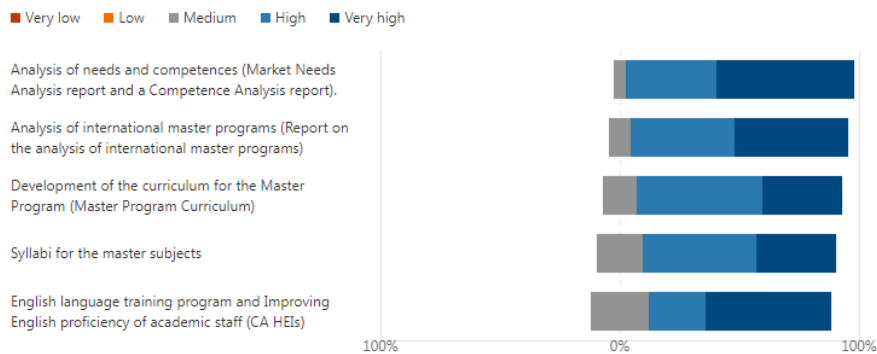


Figure 11: Results of the survey to the question “Indicate your degree of satisfaction with the activities / results produced in the project so far”.

All the technical activities conducted so far have had a positive level of satisfaction by project partners, with no responses with low or very low degree of satisfaction.

It is especially relevant the high degree of satisfaction achieved by the activity related to the Analysis of needs and competences (57,1% of responses with a very high degree of satisfaction). The other activities achieved also high scores, being the activities Syllabi for the master subjects and English language training program the ones that obtained lowest scores (19% and 23,8% of responses with a medium degree of satisfaction).

## Expectations

### 12. Expectations

[Más detalles](#)



Figure 12: Results of the survey to the question “Indicate your degree of agreement, assessing if the actions implemented so far have been adequate to implement project actions according to expectations”.

The expectations of project partners related to the execution of actions so far has been positive, with around a 95% of satisfaction (66,7 % with a high degree and 28,6 % with a very high degree), so it can be stated that the expectations in the development of project activities are being met.

To the open question: “Is there any particular action that you consider should be conducted in a different way?”, there were some responses offered by project partners, which can be summarised in the following ideas:

- ✓ To employ another/additional platform for online English language training program due to lack or limited access to Coursera web page.
- ✓ To involve a greater participation from industry representatives in the Workshops with stakeholders.

## Dissemination activities conducted so far

### 14. Dissemination activities conducted so far

[Más detalles](#)

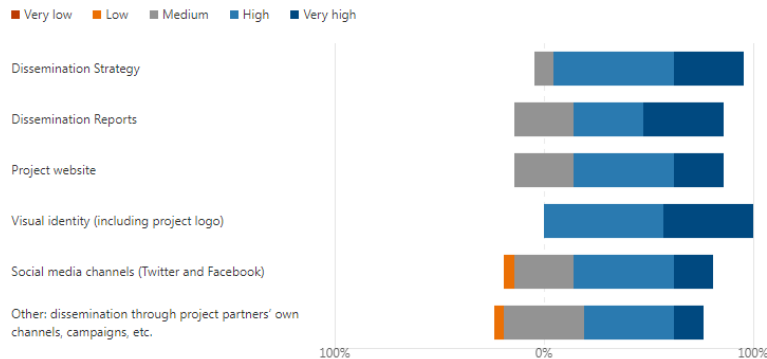


Figure 13: Results of the survey to the question “Indicate your degree of satisfaction with the resources, tools and means that are being employed to foster project communication and dissemination so far”.

The project Visual Identity and the Dissemination Strategy have been the aspects with the best punctuation (high and very high degrees of satisfaction).

The Dissemination Reports and the Project Website have received lower scores, with a 28,6% of the responses showing a medium level of satisfaction.

Finally, the lowest punctuations have corresponded to the Social media channels and the item Other: dissemination through project partners’ own channels, campaigns, etc.

To the open question: “What other communications means do you consider should be adapted or reinforced in order to increase the project impact?”, there were some responses offered by project partners, which can be summarised in the following ideas:

- ✓ To frequently update the web page and to provide more content.
- ✓ To increase the dissemination actions at all levels: partners should make use of internal communication channels (i.e. institutional websites, newsletters, social media, etc.) to promote the project to all target groups. A greater effort should be made to engage stakeholders.

## Main results and conclusions

- In general terms, the internal management and communication aspects is positive, considering the number and variety of partners involved, and taking into account all the difficulties for project implementation derived from the COVID-19 pandemic context.
- Internal communication should be reinforced, especially the communication between project partners and between European and Central Asian partners. Clear instructions and commitment from all partners to share / disseminate their work are considered as key in this regard.
- Dissemination actions must be improved at all levels:



- Partners should make use of their internal communication channels (i.e. institutional websites, newsletters, social media, etc.) to promote the project to all target groups.
- Social media channels and the project website should be reinforced. Project profiles in social networks should be more active and the website could be more visual and user-friendly, making information more easily accessible for external users.
- A greater effort should be made to engage stakeholders in project activities, being dissemination a key point in this regard.
- There is a delay in the activities according to the original schedule, being especially relevant the delay in the conduction of mobilities due to COVID-19 pandemic situation.
- Key activities have been developed or are under development. The fact of having developed the Analysis activities, as well as the Master Program Curriculum, the syllabi for the courses and the English training program shows that the project development is on the right path.
- Focus should be put on the finalisation of desk-related activities, in order to be ready for its implementation in events and mobilities when possible.





## PERTINENCE / RELEVANCE

Here the assessment is made on the alignment of the activities conducted with the project objective and expectations, as well as on their impact on project organisations.

### Review of documentation

The activities conducted so far are according to the objectives of the project and therefore to the ERASMUS+ Programme in the Capacity Building in Higher Education line.

The preparation activities (WP2) related to Analysis of needs and competences and Analysis of international master programs, already developed, represent a milestone for the conduction of the development activities. The fact of having developed also the Master Program Curriculum, the syllabi for the courses and the English training program also shows that the project development is on the right path.

In spite of the problems observed in the development of activities involving stakeholders (Workshops), it is observed that efforts have been made in order to carry them out, although this aspect must be reinforced in the following months of project implementation in order to engage key actors as much as possible.

The impossibility to conduct mobility activities due to COVID-19 pandemic situation is a differential factor in the relevance and impact of this project, especially in Capacity Building line, where mobilities are key in order to achieve project purposes. Impact on project organisations and stakeholders is being affected by this reason, as the exchange of experiences without being physically present is limited.

The website and communication channels of the project (and those of the partners at internal level) should make bigger efforts in showing the activities already conducted, in the same way as already done with the infographics developed for the Labour Markets Analyses.

### Results of the partners' survey

Under this section, partners were asked to provide their feedback on the alignment of the activities conducted with the project objective and expectations, as well as on their impact on their respective project organisations.

Thus, on the one hand, regarding their degree of satisfaction with the alignment of the project activities conducted so far in order to achieve the general objective of the project, partners have expressed a high and very high level of agreement.

## 16. Alignment with project general objective

[Más detalles](#)



Figure 14: Results of the survey to the question “Indicate your degree of satisfaction with the alignment of the project activities conducted so far in order to achieve the general objective of the project”.

On the other hand, to the question if the actions developed so far have had an impact in their organisation, it can be observed a variety of responses because, in spite of the fact that most of the response have been positive, a 38% of the partners indicated a medium or low level of agreement, a question that must be taken into account in the following months of project implementation in order to correct this tendency.

## 17. Effects on the project partners

[Más detalles](#)

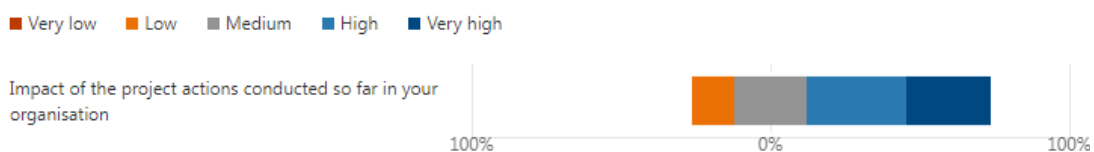


Figure 15: Results of the survey to the question “Indicate if the actions developed so far have had an impact in your organisation”.

## Main results and conclusions

- The alignment of the project activities conducted so far in order to achieve the general objective of the project is positive.
- With the activities conducted so far, as well those in development, the project seems to be in the right path to implement the activities involving mobilities, as they are the activities with more impact among project partners and target public and the main milestones of ERAMUS+ Capacity Building projects.
- A considerable 38% of the partners indicated a medium or low level of agreement regarding the impact of the activities conducted on their organisations, a question that must be taken into account in the following months of project implementation in order to correct this tendency and that can be directly related to the impossibility to conduct mobility activities due to COVID-19 pandemic situation.
- The involvement of stakeholders must be reinforced in the following months of project implementation in order to engage key actors as much as possible.



- The website and communication channels of the project (and those of the partners at internal level) should be reinforced in order to show the activities already conducted.



## OTHER SUGGESTIONS

At the end of the survey, partners could express their opinions / suggestions in the following field: *“Include here any other contribution or suggestion you may consider”*.

This is a summary of the responses offered by project partners:

- ✓ To share experience in industrial entrepreneurship with other universities.
- ✓ To elaborate a methodology of the effective Project management.
- ✓ To involve more partners (from different boards) into the action’s implementation.
- ✓ To strengthen work on dissemination of project results, as in the future this will help in attracting applicants and further sustainability of the project

## CONCLUSIONS AND RECOMMENDATIONS

Here, after the analysis conducted in both the results of the survey sent to project partners and a review of the activities conducted so far in the project, these are the main conclusions that can be highlighted for this Interim Report, along with some recommendations on the aspects that could be improved (including some suggestions) in order to strengthen project implementation for the following months.

### CONCLUSIONS

#### General assessment

In general, the project implementation assessment is **positive** after having analysed both the responses of project partners to the survey and the different tasks performed in the project so far, on the criteria of efficiency, effectiveness and relevance.

- In this regard, on the one hand, the **responses of the project partners have been positive in most of the subjects** addressed, with a high score in almost all the questions. It is also appreciated a high **degree of commitment** of project partners, as the survey has been generally answered in a brief period of time after its launch by almost all project partners. The aspects that could be improved are mainly related to the **involvement of stakeholders** in project activities, as well as some aspects related to the **communication channels** employed for both internal and dissemination purposes.
- On the other hand, after reviewing the different documents developed in the project so far, and in spite of the difficulties caused by COVID-19 pandemic situation, affecting especially the mobilities and its related activities, the state of project implementation did not suffer great delays that cannot be solved in the following months of project implementation (especially with the project prolongation of 1 extra year). It is appreciated a good will to **keep the project going under a pandemic context**, as it is for example the celebration of online / hybrid project events or the plan to develop physical activities when possible. Other positive aspects that must be emphasised is the **good organisation** of the project folder in Google Drive, as key documents are available in a very intuitive way and frequently updated.  
Having said that, it is important to **keep implementing project activities**, especially those that suffered delays, prioritising those that do not depend so much on mobilities, so that they can be ready to be implemented physically (mobilities) when possible, as well as preparing activities under a model that can be used under a hybrid format (face to face and online) in case the pandemic situation persists and mobilities are restricted.
- As a final point to this general assessment, a key aspect that could be improved in the project is related to the **communication channels**. They should be improved for the



following months of project implementation (with the achievement of more products and results) in order to make the project known by both the stakeholders and the general public. In this regard, project profiles in social networks should be more active and the website could be more visual and user-friendly.

### COVID-19, Project prolongation and state of project implementation

One of the most vital recommendations that have been foreseen for the proper implementation of the project was related to the **extension of the eligibility period**, especially due to the difficulties in implementing mobility activities, an aspect agreed by all project partners.

Nowadays, with the request sent by the lead partner on 8 November 2021, and with the **acceptance of the project prolongation** received from the European Education and Culture Executive Agency (EACEA) on the last 2<sup>nd</sup> of December 2021, on which this body, as managing authority of the Programme, agrees to extend the eligibility period of the project by 1 year until 14 January 2024, and taking into account all the constraints affecting the project normal development (mainly the COVID-19 pandemic situation) the project seems to be on the correct path to develop all its activities and meet all the objectives set in the application form.

It is appreciated the **efforts made to keep the project going under a pandemic context**, as it is for example the celebration of online / hybrid project events / meetings / trainings or the plan to develop physical activities when possible.

Having said that, it is important to **keep implementing project activities**, especially those that suffered delays, prioritising those that do not depend so much on mobilities, so that they can be ready to be implemented physically (mobilities) when possible, as well as preparing activities under a model that can be used under a hybrid format (face to face and online) in case the pandemic situation persists and mobilities are restricted.

### Improve Communication

Communication has been one of the **aspects with the lowest scores** in the survey to project partners, being also a question that has been highlighted as an aspect to be improved from an external perspective (especially the external communication).

Thus, **communication channels should be improved** for the following months of project implementation (with the achievement of more products and results) in order to make the project known by both the stakeholders and the general public. In this regard, project profiles in **social networks** should be more active and the **website** could be more visual and user-friendly. Partners should be also more active in disseminating the project through their respective **internal channels**.

Internal communication is also an aspect to be improved, especially the **communication between project partners and between European and Central Asian partners**. Clear



instructions and commitment from all partners are considered as key in this regard, especially under an uncertain context due to COVID-19 pandemic situation.

### Involvement of stakeholders

The involvement of more actors in the development of the actions and even in project meetings has been one of the aspects included as suggestion / recommendations by project partners.

Stakeholders is a key issue for the success of the project. **Engagement campaigns** should be developed by project partners (especially Central Asian partners) in order to make them participate in the different project activities, using different means.

The **involvement of other universities** could also help in making the project known and also facilitate the peer learning experience, both for the MIETC project and for other future collaborations.

## RECOMMENDATIONS

- To **increase project implementation**, by:
  - Prioritising tasks that do not depend so much on mobilities, so that they can be ready to be implemented physically (mobilities) when possible.
  - Preparing activities under a model that can be used under a hybrid format (face to face and online) in case the pandemic situation persists and mobilities are restricted.
  - Reporting expenses according to project implementation and under a coordinated manner, avoiding mismatches among partners.
  
- To **improve communication at all levels** (internal and external) through the following actions:
  - At internal level:
    - ✓ Reinforcing the message that communications (especially those more relevant) should be done by email.
    - ✓ Reinforce the existence of the project folder in Google Drive.
    - ✓ Prepare a monthly to-do list, in line with the project timetable, that must be reviewed in the project meetings, where all partners can see the degree of fulfilment and responsibilities.
  - At external level:
    - ✓ Generating and updating contents in social networks more frequently (e.g. on a weekly basis), making them be interrelated (e.g. with posts going in the same direction).
    - ✓ Adding more visuals in the project website in order to make it more attractive, for example, by:



- Including photos in the news section, evidencing the work done.
  - Adding banners / slides in the home section (banners could highlight the latest activities/documents available, for example)
  - ✓ Giving more visibility to the project Newsletter in order to get more impact, showing the main results achieved so far, the activities to be developed in the following months, etc. The Newsletter, in addition to be available in the website, should be also disseminated through project partners' internal networks.
- 
- To **focus on stakeholders' involvement**, by:
    - Increasing one to one contact with them (celebrating bilateral meetings in a constant basis)
    - Involving them on project activities beyond the ones specifically addressed to them, for example by:
      - ✓ Inviting them to participate in project meetings.
      - ✓ Giving access to project learning resources.
- 
- To **keep close contact with EACEA**, informing of every step / difficulty encountered through the project.



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