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**Erasmus+ Programme
Capacity Building in Higher Education**

Midterm Internal Evaluation Report

**BEEHIVE: Building Entrepreneurial Ecosystems to Enhance
Higher Education Value-Added for Better Graduate Employability**

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1. Introduction

The present report constitutes the Midterm Internal Evaluation Report of the BEEHIVE Project, consisting of reporting on the quality monitoring and control of the project outputs and results produced as well as of the consortium efficiency and viability during the implementation period from 15.10.2016 to 15.3.2018. It was prepared by Project Partners and is part of the project's Progress Report.

In order to ensure high project quality, the consortium has continuously collected, analysed and has reacted to data and feedback from target users and team members. Until now, feedback was mainly provided through questionnaires and discussions at partner meetings' quality panels. Quality control and monitoring primarily aimed at identifying quality issues at a stage early enough to allow the partnership to take timely measures for problem solutions and / or improvements. Another feedback source was the Milestone Reports (MARs) provided by WP leaders, after the completion of each WP, which include information about quality assessments, information on any deviations from predefined deadlines and indicators, justification of changes, suggested adjustments and impact on overall progress. Two (2) MARs were developed during the implementation period covered by this Report, one for WP1 and another for WP2; their data is included in the Midterm Internal Evaluation Report.

In particular, this report includes:

- Evaluation of the Project achievements during the first one and a half year of implementation
- Evaluation of the Consortium efficiency and viability
- Analysis of the data collected from the feedback tools
- SWOT analysis of the project consortium and project implementation
- Strategies for addressing future challenges and for capitalising on strengths

It is important to note that, since the Report was developed by members of the Project Consortium and the feedback tools, so far, were filled out by project members, the evaluation may not be objective enough, as partners may find it difficult to assess objectively the quality of activities or results they have been involved in. On this account, an external evaluation of the project results and implementation has been subcontracted by Partner 1 (VUM) to an external evaluator (who is not part of the project consortium). The external evaluator is expected to conduct interviews and also lead and facilitate a 3-days Quality Control Workshop during the 5th partner meeting which will take place in Galway (Ireland) in October 2018. After that, the external evaluator will produce, as a result of his continuous work, an External Evaluation Report at the project's final stage. The External Evaluation Report will summarize the findings of the continuous peer review and will provide an assessment of the project's impact and the quality of the results achieved. It will also provide conclusions on the consortium efficiency.

2. Evaluation of achievements of the Project

2.1. Overall evaluation of achievements

In the period between 15.10.2016 and 15.3.2018, activities in Work Packages 1 and 2 were launched and completed. Activities in Work Package 3 have progressed significantly and will be completed in early June 2018. Activities in Work Packages 7, 8 and 9, corresponding to quality assurance, dissemination and project management respectively, have been carried out since the beginning of the project and will continue until the end of the Project's life.

The majority of the project deliverables (mainly deliverables in WPs 1, 2, 7 and 8) were produced with a delay of a few months compared to the initial project's timeline. This is mainly due to the initial challenges faced by the consortium with regard to P10's delayed PIC validation that led to the signing of the Grant Agreement only in mid-December 2016, as well as the decision of P8 to withdraw from the consortium and the need to proceed with its replacement. Despite the delay in the completion of those deliverables, no deviation in the achieved results has occurred and the project partners were able to proceed with activities' implementation and planning of the other (development) Work Packages (e.g. WP3, 4, 5 and 6) as originally planned.

During the project, and apart from the kick-off meeting, 2 partner meetings, 4 webinars and 2 workshops took place aiming at the solution of problems and the progress and planning of the work, and the consolidation of Partners' networking and cooperation, as well as the experience exchange and skills upgrade. The quality of the project events and meetings was measured through feedback tools filled out by the participants. Extensive analysis of received feedback is provided in Section 4 of the evaluation report.

In general, the project is considered significant, its implementation is being carried out efficiently, despite some delays, and the potential for sustainability is high. No major problems were reported to the Project's Quality Management Board, while all partners are very willing to actively participate in the implementation of all project activities.

Communication among the partners is also very smooth and effective. There is usually immediate response to any request or information circulated, despite the different time zones in the partners' countries. Most of the communication is effectuated through e-mails, but there have also been many skype meetings organised either for the whole consortium (e.g. webinars) or between specific partners for the need of specific outputs or activities.

The impact of the project will be best measured at the next stages when the online course "Entrepreneurship for all MOOC", the BEEHIVE piloting accelerators programme and the BEEHIVE labelling procedure will be launched.

2.2 Evaluation of achievements of completed Work Packages (WP1 and WP2)

WP1 Laying Down the Foundations of BEEHIVE Lead partner: PP 1 Participating partners: P1-P11					
Output / Outcome Title	Type of Output	Indicator	Success Criteria	Assessment tools	Findings - Comments
1.1 Task Force Action Plans	Reports	1. Number of Task Force Action Plans 2. Feedback from the SC	1. 4 Task Force Action Plans delivered 2. SC Approval	Report Template SC meeting Minutes Form	The 4 Task Force Action Plans were developed on time by 10 Partners as P8 had withdrawn from the Partnership and had not yet been replaced at the time. They were approved by the consortium during the kick-off meeting.
1.2 Project target groups database	Product	1. Number of target groups in database 2. Feedback from the SC	1. SC Approval		The database was developed by the 5 PC HEIs at the project initial phase and is already used for the purpose of WP2. It will also be used for the purpose of the WP6.
Overall comments or problems: Due to the initial challenges faced by the consortium in regard with P10's delayed PIC validation that led to signing of the Grant Agreement only in mid-December 2016, the project kick-off meeting was held in February 2017, hence a month after originally planned. Also, following the decision of P8 (WP leader) to withdraw from the consortium and in order to proceed with the project activities actual start, P1 took over the leadership in WP1. The change of the WP1 leader was made early enough to avoid any problems with further project implementation. Despite those initial adjustments made to WP1 leadership and the subsequent change in the consortium composition, no deviation in the achieved results has occurred and project partners were able to proceed with activities implementation as originally planned.					

WP2 Towards the Entrepreneurial University: national Benchmarking Reports

Lead partner: PP7

Participating partners: P1-P11

Output Title	Type of Output	Indicator	Success Criteria	Assessment tools	Findings – Comments - Deviations
2.1 Benchmarking Tool Template	Product	1. Number of Benchmarking tools 2. Feedback from the SC	1. 1 questionnaire 2. SC approval	- SC meeting Minutes Form	The questionnaire, drafted by P1 and P2, was finalised in mid-March 2017 (initial planned completion date 15.2.2018), as it took time for circulate it and revised in order to certify that it covers all the topics needed.
2.2 University Respondents Feedback	Data	1. Number of Universities respondents to the questionnaire from PH and ID	2. At least 15 Universities respondents from PH and 15 from ID	- Data analysis Guidelines	Due to the effort of the partners from the two PC's, there were 49 respondents instead of 30 initially planned (27 HEIs from the Philippines and 22 HEIs from Indonesia). The data from both countries were analysed according to specific guidelines, in order to secure their uniformity and comparability.
2.3 Workshop towards the Entrepreneurial University	Event	1. Number of project participants	2. At least 25 Project Participants	- Event Agenda form - Attendance List form - Workshop Minutes form - Participants venue and traveling information form - Event Evaluation form	The Workshop took place in Indonesia, during the second partner meeting, in July 2017, and had 25 participants. The evaluation of the workshop is provided in the Section 4.3 of the present report.
2.4 Towards the Entrepreneurial University:	Report	1) Number of pages 2) Time of completion 3) Feedback from stakeholders and peers	1) At least 20 pages 2) On time completion of the report 3) Positive Feedback by stakeholders and peers 4) SC Approval	- Report template - Peers and Stakeholders Evaluation form - SC meeting minutes form	The Report (a document of 30 p.) was circulated via e-mail to the consortium for comments and approval. It was finalised in December 2018 instead of August 2017 as initially planned. After that, it was published on the project website. Feedback from peers and stakeholders is collected through a specific feedback tool: National Benchmarking Report Evaluation Tool (Survey Monkey). The collection of feedback is still in progress

National Report for Indonesia		4) Feedback from the SC 5) Feedback from the External Evaluator	5) Positive feedback by the External Evaluator	- External Evaluator Evaluation Form	
2. Towards the Entrepreneurial University: National Report for the Philippines 5	Report	1) Number of pages 2) Time of completion 3) Feedback from stakeholders and peers 4) Feedback from the SC 5) Feedback from the External Evaluator	1) At least 20 pages 2) On time completion of the report 3) Positive Feedback by stakeholders and peers 4) Positive feedback from the SC 5) Positive feedback by the External Evaluator	- Report template - Peers and Stakeholders Evaluation form - SC meeting minutes form - External Evaluator Evaluation Form	The Report (a document of 30 p.) was presented and approved during the third partner meeting in Rome (November 2017). It was finalised in December 2018 instead of August 2017 as initially planned After that, it was published on the project website. Feedback from peers and stakeholders is collected through a specific feedback tool: National Benchmarking Report Evaluation Tool (Survey Monkey). The collection of feedback is still in progress

Overall comments or problems:

Due to the initial challenges faced by the consortium in regard with P10's delayed PIC validation that led to signing of the Grant Agreement only in mid-December 2016, the project kick-off meeting was held in February 2017, hence a month after originally planned. This fact, along with the effort to collect data from a larger number of HEIs than originally planned, led to a delay of 4 months in the completion of the National Benchmarking Reports, with the trade-off of an increase in volume of the data available for analysis. Despite the delay in the completion of the National Benchmarking reports, no deviation in the achieved results has occurred and project partners were able to proceed with activities implementation as originally planned.

3. Evaluation of the viability and efficiency of the consortium

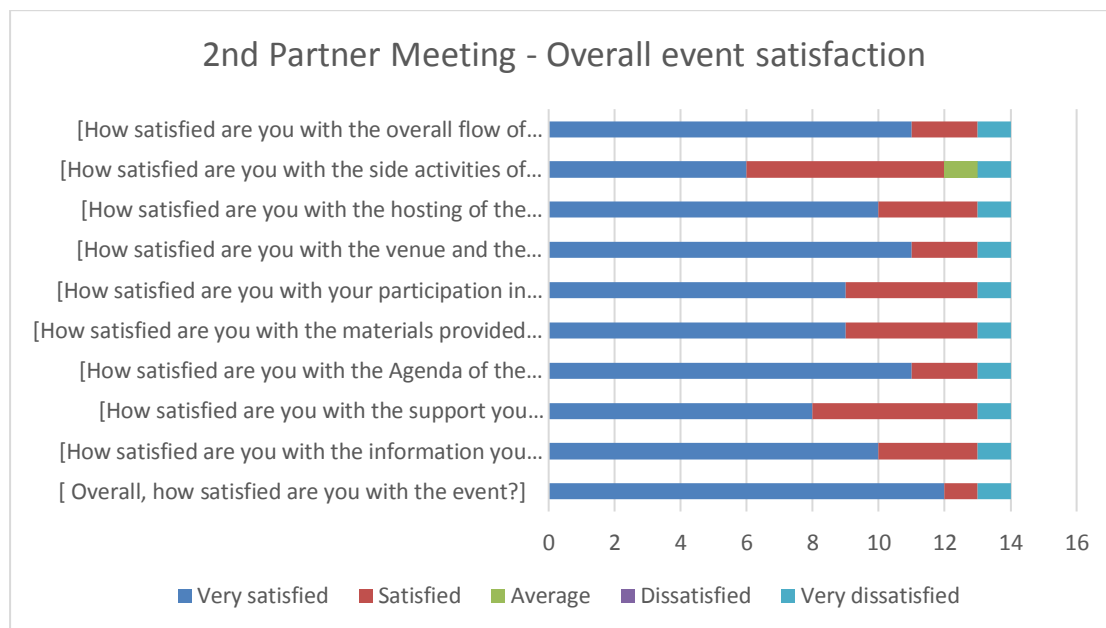
Despite its large size, the consortium has proved to be efficient in the implementation of the project. There is good collaboration and strong commitment to the aims of the project, with all partners working to achieve the joint objectives. Partners show a high level of motivation and actively engage in the activities. The consortium consists of partner institutions with very diverse profiles, institutional corporate cultures and administrative styles which could lead to difference of opinions or generate issues in the day-to-day project management. Nevertheless, given the partner institutions' commitment to the project, no significant obstacles for the project progress and implementation have been experienced.

Furthermore, an unexpected change in the partnership, with one partner from the Philippines withdrawing, was quickly resolved by introducing a new partner into the consortium. This change was efficiently integrated in the project's activities and the new partner was welcomed into the consortium.

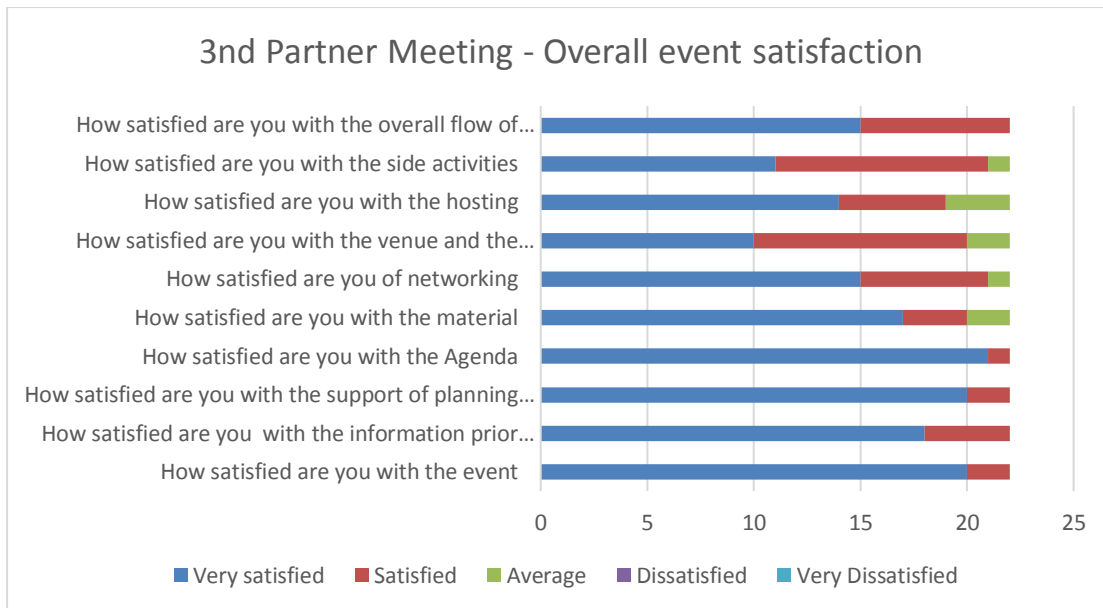
4. Analysis of received feedback from the project events (partner meetings and workshops)

4.1 Overall event satisfaction

The 2nd and 3rd partner meetings organised during the first year of the project could be assessed as successful and strongly contributing to the project objectives' achievement. Regarding the 2nd meeting, more than 85% of the participants were very satisfied with the overall flow of communication, more than 70% were very satisfied with the venue and facilities, the side activities, the agenda and the support of the meeting. The overall level of satisfaction was very high (78% very satisfied, 14% satisfied). The following chart shows all answers given regarding the overall event satisfaction.

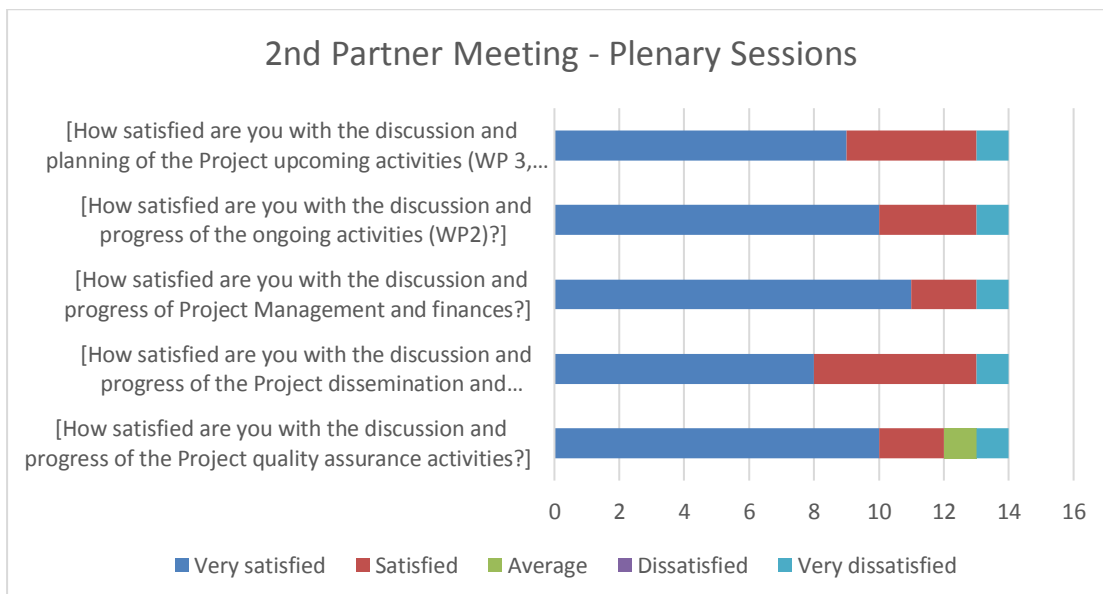


Regarding the 3rd Partner Meeting, the overall satisfaction reached 90%. The questions about the information prior to the trip, the support and the agenda received the highest satisfaction scores (ranging from 77% to 95%). Networking and flow of communication received scores exceeding 68% (68% very satisfied, 30% satisfied). All answers are included in the following chart.



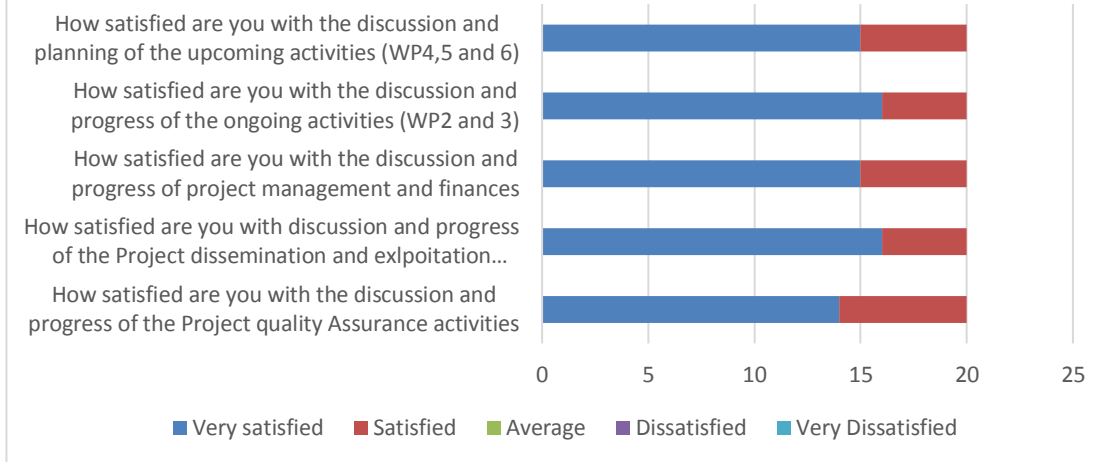
4.2 Plenary Sessions satisfaction

As far as the plenary sessions are concerned, the level of satisfaction was very high for both events. For the 2nd Partner Meeting, almost all of the participants stated that they are either very satisfied or satisfied. More than 70% answered that they are very satisfied with the discussion and progress of the upcoming activities planning, project management and finances, project dissemination and quality assurance activities.



The same level of satisfaction, a bit higher actually, is noted for the 3rd Partner Meeting, with an average 75% of the participants being very satisfied with all aspects of the meeting. The project dissemination discussion and the planning of the ongoing and upcoming activities received the highest scores (80% of the participants being very satisfied).

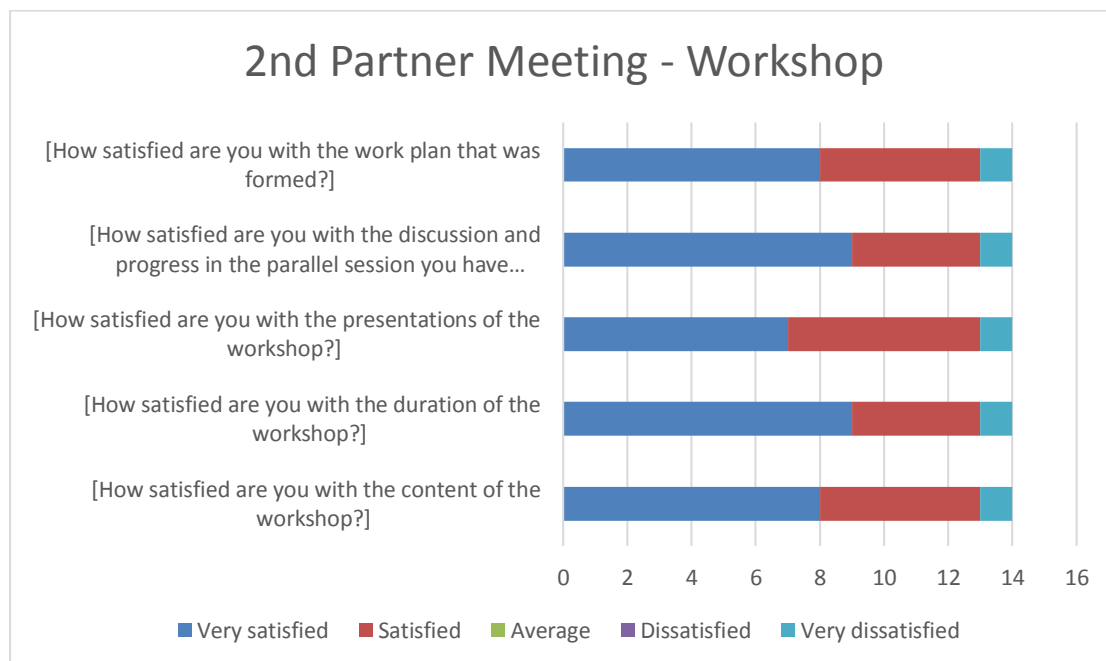
3rd Partner Meeting - partner meeting



4.3 Workshops satisfaction

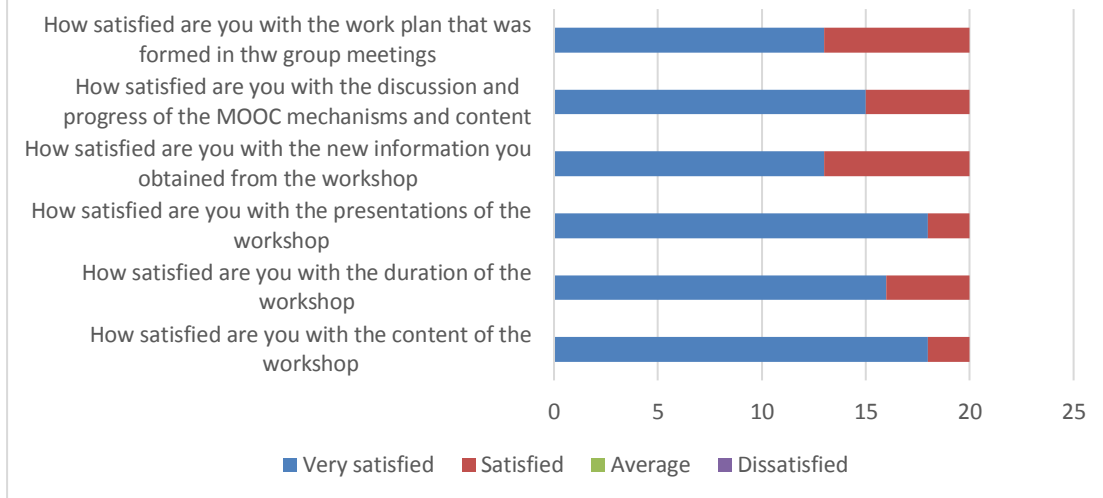
Regarding the workshops, the satisfaction level of the participants has also been high. For the 2nd Partner Meeting, the organisation and implementation of the workshop entitled “Towards Entrepreneurial University” was either very satisfying or satisfying for all participants (on average, very satisfied 58% and satisfied 35%).

2nd Partner Meeting - Workshop



The workshop of the 3rd Partner Meeting, entitled ‘Entrepreneurship for all MOOC’, also received high satisfaction scores, with the participants stating that they were very satisfied with the content and presentation of the workshop at a very high percentage (90%). About 80% of the participants were very satisfied with the workshop duration, while 65% were very satisfied with the new information obtained and the work plan formed. All answers are presented in the chart that follows.

3rd Partner Meeting - Workshop



It stands out that the approval of the participants in the project meetings and events organised at consortium level is very high. This, on one hand, confirms the high level of commitment of the meeting hosts and events’ organisers. On the other, it suggests that the mobility scheme initially planned in the project is well-structured and the mobilities directly contribute to the achievement of the project goals.

5. SWOT analysis of the project consortium and project implementation

STRENGTHS	WEAKNESSES
<ul style="list-style-type: none"> - Most of the consortium EU members are experienced in EU funded programmes; - Strong endorsement and support for the project from the partner institutions’ senior management; - Good communication between the project consortium members; - Entrepreneurship is high on the partner institutions’ agenda; - Diversity in institutional culture and entrepreneurial approach creates a flexible and versatile environment in regards to problem solving and project outputs quality. 	<ul style="list-style-type: none"> - Different administrative styles and diverse institutional corporate cultures within the consortium; - Some of the partners with less project management experience face difficulties with required procedures.
OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> - The project has high sustainability and impact potential for the PCs; - The project will involve a large number of external stakeholders and beneficiaries, who could also act as advocates for the project objectives and goals; - EU projects and programmes in the Partner Countries are becoming well known and enjoy prestige. 	<ul style="list-style-type: none"> - Time-consuming procedures and bureaucracy for some of the project’s activities, at national or EU level; - Activities related to finalizing major project outcomes taking longer than initially planned; - External factors hindering the progress of the projects activities (e.g. target audiences not responding as expected).

6. Strategies for addressing future challenges and for capitalising on strengths

To address future challenges and maximize on the strengths and benefits of the project, partners shall continue to work on effective communication and networking, knowledge exchange and information sharing.

The efforts on project dissemination are going to be intensified, especially in view of the MOOC official opening and the accelerators to be launched in the PCs. Promotion on the BEEHIVE Label should also be a key point in future dissemination activities. Special attention should be paid to in the project's timeline, in order to avoid delays and problems with deliverables.