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## Internal Quality Evaluation Report

UDS | AUEB | LUMS | COMSATS | GCU | UoG

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## INTRODUCTION

The present report constitutes the Internal Quality Evaluation Report of the TAKE-UP project, consisting of the internal quality monitoring of the project outputs and results produced as well as of the consortium's efficiency and viability during the second half of the project. It was prepared by project members and covers the period between 16.07.2021 – 31.12.2022.

## SPECIFIC PROJECT GOALS

As per the original project plan, the specific goals defined at the beginning of the project are

- Reflecting on entrepreneurial efforts at HEIs through prioritization of areas
- To develop localized training and coaching material based on national and international best practices
- Creation of FabLabs at Pakistani HEIs to improve the entrepreneurial spirit of students and researchers
- To develop entrepreneurial coaching capacity at HEIs in Pakistan through trainers and relevant staff
- Multiplying TAKE-UP results by addressing non-partnering institutions.

## PURPOSE OF INTERNAL QUALITY EVALUATION

The specific goal of the internal quality board includes constantly monitoring the project and providing feedback for ongoing activities. It involves

- Reviewing and evaluating the project's progress and performance against established benchmarks and targets;
- Providing feedback and recommendations for improving the project's effectiveness and efficiency;
- Assessing the project team's performance and contributions;
- Sharing ideas to mitigate potential risks and overcome challenges.

## INTERNAL QUALITY BOARD MEMBERS

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## WORK PACKAGES

The project was divided into ten Work Packages segments to achieve specific goals. Each work package has its own goals and milestones. These work packages are given below:

### 1. Self-Assessment

• **Activities:**

- Self-Assessment with HEInnovate

• **Results:**

- Report about current status and future potential to become an entrepreneurial university at Pakistani partner universities

### 2. Strategic Action Plans + exposure to international best practices

• **Activities:**

- Workshop to develop strategic action plans, on-site micro coaching to finalize SAP's

• **Results:**

- One SAP per partner university, containing detailed action information for at least 4 goals

### 3. Installation of FabLabs + on-site training on proper usage

• **Activities:**

- Requirement analysis (online workshop), Visit of FabLab in Saarbrücken

• **Results:**

- Equipment list-finalized, tendering process started Mid 2022,

• **Current new activities:**

- delivery-November 2022, installation + on-site training-December 2022

### 4. Development of training materials (entrepreneurship course for different target groups)

• **Activities:**

- Development of pilot training material (E-learning) End 2020, start of pilot courses in January 2021

• **Results:**

- Basic entrepreneurship course for different disciplines is offered on a regular basis at each partner university (hybrid format), course is

• **Current new activities:**

- Improvement of course material (localized videos), change in course offering (e.g. during summer break, incl. fee, application procedure, information sessions)

### 5. Requirement analysis entrepreneurial coaching + Development of coaching guidelines

• **Activities:**

- Interviews with local entrepreneurial coaches in March 2021, subsequent task and requirement analysis, presentation of results in August 2021 (Lahore)
- Development of coaching manual September 2021 – June 2022 (incl. micro-coaching by partners from Athens)

• **Results:**

- Finalized coaching manual (for approx. 1 week training) -> manual is not guideline

• **Current new activities:**

- Development of guidelines ("diagnostic questionnaires to identify student's needs")



## 6. Capacity building for entrepreneurial coaches + certification process + train the trainer

### •Activities:

- Pilot capacity building in July 2022 (Saarbrücken) for 3 coaches per university, co-teaching took place (trainers from Pakistan and Germany)

### •Results:

- 6 trained entrepreneurial coaches -> challenge: Addressing right target group
- Missing activities:
  - Entrepreneurial coaches do coach at their universities, certification process (March 2023), train the trainer (June 2023)

## 7. Establishment of TAKE UP network (e.g. national conference)

### •Activities:

- Planned national conference in December 2022

### •Results:

- Local meeting took place in December 2021, more than 100 students concluded the TAKE UP entrepreneurship course (but are not connected)

## 8. Dissemination of project activities

### •Activities:

- Regularly updating the project website, social media (Facebook...), local websites of universities, promotion of project activities

### •Results:

- Project website, social media (Facebook...), local websites of universities, promotion of project activities

## 9. Quality management

### •Activities:

- Quality assurance plan, today's meeting of internal quality board (missing: meeting with external quality board)

### •Results:

- Report

## 10. Sustainable project management

### •Activities:

- Bi-weekly coordinator meetings
- Shared leadership across work packages

### •Results:

- Regular communication, quick and flexible adaptation for effective and improved project outcomes (sometimes too many changes?)

### •Challenges:

- Ownership of work packages
- Lack of transparency (activities at partner universities)



## ASSESSMENT OF THE WORK PACKAGES

The role of the internal quality board members is to provide feedback and not just constantly monitor this project. So, we collect their evaluations and feedback at regular intervals highlighting the strengths of the project and the improvements needed. Based on the feedback, we have constantly adapted by incorporating the points of improvement and making sure to not let go of our strengths.

### Strengths:

Overall, the project has made significant progress toward achieving its goals and objectives. Below are some of the indicators that the project is doing well currently as measured by the evaluation forms and the face-to-face feedback sessions:

<b>Internationalization</b>	The project has facilitated participants to gain international experience and develop their entrepreneurship skills and knowledge, through workshops and transnational meetings in Germany, Greece, and Pakistan. Moreover, the course and manual are designed per international standards and meet the needs of academicians in Pakistan, so they can be easily modified as per the local context.
<b>Effective Collaboration</b>	The project involves effective collaboration. The partners have continuous communication through Slack as the collaboration tool. Also, there are bi-weekly meetings on Skype for regular updates and timely clarification of queries.
<b>Grass root involvement</b>	The project empowers the universities in Pakistan and encourages them to contribute by taking responsibility and action. This is manifested by the University of Gujrat taking initiatives beyond the project, Comsats leading an international conference in December 2022, GCU giving leadership opportunities to their students, and LUMS leading their students in getting the start-ups.
<b>Capacity building</b>	The project fulfills the aim of Capacity-building in the field of higher education as it includes training and workshops on two levels: <ul style="list-style-type: none"> <li>a. Creating awareness-There is a course planned for students who are new to entrepreneurship. This course is going on in each university.</li> <li>b. Effectiveness at a later stage-There is capacity building via trainers. This is for the students who already have developed some business ideas and are at an advanced level. The project offers coaches and mentors for them for constant practical guidance and linkage to the industry.</li> </ul> <p>These coaches are already trained through the train-the-trainer program, for which a successful 5-day workshop was organized in UDS, Germany.</p>
<b>Accessibility and outreach to students</b>	The project accomplishes the goal of increasing access and participation in the course as indicated by the number of students getting enrolled in each university due to minimal or no fees. This has been particularly useful in GCU and UoG where a greater number of students face financial barriers to pay for such training and charging high fees for these programs can limit participation.
<b>Certification</b>	The general goal of TAKE UP is to reach a broad audience and increase the number of entrepreneurs in the community. The certification to the students who have completed the course serves as an indicator of course



	success and dissemination across all partner universities as it depicts that the course is attracting a large and diverse group of participants.
<b>Business Incubation Centers</b>	The project efforts of collaborating with business incubation centers show exposure to an advance and sustainable future.
<b>Sustainability</b>	The coaching manual is well-designed and it will be an asset for future training. The e-learning course covers all the aspects needed and as it gets translated into the local language, this will contribute to sustainability.
<b>A continuing process</b>	Based on the feedback from the students taking the courses and the internal evaluation, the project seems to be in the right direction. The quality members will gauge at the end that each partner university has been enroute to transformation into an entrepreneurial university through certain SAPs. The idea is that each university will have a clear road map at the end of the project on how to proceed further, as this is a continuing process.

### Areas of Improvement:

Established on the continuous evaluation and feedback there were/are some areas of improvement which we kept on improving to achieve the desired outcomes. We already have inculcated many of these to make sure that the project stays in the right direction, and that we get efficient outcomes.

<b>KPIs</b>	The board members suggested adding specific indicators in addition to the KPIs of each work package as defined in the logical framework matrix. <b>Action:</b> We have started adding specific KPIs to gauge the performance of project activities. For example, LUMS already takes internal feedback from students after each course. The other universities are advised for the same.
<b>Transparency</b>	As the lead university is based in Europe, there needs to be more transparency and availability of information from all the partner universities and within the partner universities. Transparency could only be ensured through regular monitoring, where the tangible outcomes are precisely defined. <b>Action:</b> <ul style="list-style-type: none"> <li>• We have set up specific digital calendar times to monitor the tangibles outcomes defined mutually by the consortium.</li> <li>• We plan to introduce google groups and google classrooms for train-the-trainer workshops.</li> </ul>
<b>Visibility</b>	One outcome of the project should be the visibility of the tangibles. Somebody should be dedicated to social media to increase the project's visibility. We should regularly disseminate social media to other universities (e.g., including activities and results in the newsletter) and periodically update activities on the project's website. <b>Action:</b> <ul style="list-style-type: none"> <li>• We have established a dissemination board where one member is appointed from each university for the dissemination of the project. These board members promote and disseminate information about the project by writing blogs, sharing pictures, Facebook posts, newsletters, etc.</li> <li>• We have begun making all the resources available on the website and at the end of the project, all the materials will be there so everyone could use them.</li> </ul>



	<ul style="list-style-type: none"> <li>The national conference serves as a great opportunity to interact with stakeholders from industry, government bodies, and the private sector of the country and hence achieve the project's visibility.</li> </ul>
<b>Expanding the scope</b>	<p>This is a holistic project with the objective to target all the departments; however, as suggested by a quality member, there should be tailoring entrepreneurship programs for other departments like life sciences, biotechnology, etc.</p> <p><b>Action:</b> We have organized the content at two levels:</p> <ol style="list-style-type: none"> <li>I. An introductory course that is for all disciplines. We are already offering this.</li> <li>II. A tailored course for different departments. We plan to internally develop this idea and offer it in the future.</li> </ol>

## ASSESSMENT SPECIFIC TO THE EVENTS

As an integral component of our quality management protocol, we administer written evaluations subsequent to each event, encouraging all participants to furnish their feedback. The ensuing excerpts are a curated assortment of quotes from these evaluations, encompassing commendations and recommendations for improvement. We duly acknowledge and assimilate the positive feedback, so as to maintain our standards of informative and beneficial events with exemplary organization. Additionally, we devise actionable measures in response to the areas of improvement as identified by the participants.

### Best Practice Travel [March 2022]:

#### Positive Feedback:

- The event was very informative and useful.
- I appreciated learning from the structure of different incubators operating here and their struggles that are relatable globally.
- The venue, speakers, and interaction with many people from within and outside the university were excellent.
- The overall management of the whole program was outstanding.

#### Areas of Improvement:

- Some direct contact with the relevant students and faculty members would have been helpful.
- The engagements and schedule were very hectic. The schedule must have been a bit relaxed.
- More interactive and activity-based relevant sessions would be appreciated.

#### Actions:

- For all future events, we adjusted the schedule after revisions by all, to allow for more interactive and activity-based sessions.
- We have increased direct contact with relevant students and faculty members as indicated through their participation in the National Conference and many non-formal gatherings during the visit of the German team to Pakistan.





## Pilot Coaching Training [July 2022]:

### Positive Feedback:

- The training helped me become a better coach to deal with/guide students interested in becoming an entrepreneur.
- It was a great chance to meet, interact, and learn. The coaching manual is well-designed and will be an asset for future training.
- The interactive nature of the training, motivation, and engagement of the speakers was excellent.
- The timeliness, contents, pedagogical approach, and learned HR/"trainers were impressive.
- The organization, hospitality, and learning with new people were outstanding.

### Areas of Improvement:

- Excellent course; some more preparations would have helped in knowing who will be the best speaker on what topic.
- Some insights about the German Entrepreneurial experiences of German Entrepreneurial Trainers are needed.
- The days should be a bit shorter so more focused and interactive sessions can happen.
- You need to be more selective about the participants who come from partner universities. Only people who are professionally engaged in entrepreneurship training should attend.
- Please arrange such meetings twice a year at UdS for faculty & management of partner universities.

### Actions:

- In the next coaching training in February 2023, all the speakers will submit their topics in advance for better efficiency during the training.
- We will invite German entrepreneurial trainers to provide insights about German entrepreneurial experiences.
- Instead of having the session for a week's length, we will divide them into 2 weeks with 3 days per week to allow for more focused and interactive sessions.
- Our project scope includes making entrepreneurship accessible to all individuals, regardless of their prior expertise in the field. We believe that it is important to provide opportunities for individuals from diverse backgrounds and disciplines to learn about and engage in entrepreneurship. As a result, we cannot limit our participant invitations solely to those who are already professionally engaged in entrepreneurship training.
- While we understand the importance of holding meetings at UdS, it will be cost-effective and more impactful to host future meetings in Pakistan. This will allow us to reach a broader audience and provide access to resources and training to those who may not have the opportunity to attend events held exclusively in Germany.
- The coaching manual will be revised after adjusting the flow of topics to improve the overall experience.

## Content-specific feedback for the coaching manual:

### Most helpful was:

- Networking, discussion, and exchange of ideas.
- Session on effectuation and BMC.
- Session on communication skills.
- Sessions were extremely interactive which was the best part.



What could have been excluded:

- Non-verbal communication, motivation.
- Everything is covered except the flow of the topics may have been improved.
- Negotiation skills, team building, motivation, and project management were not very relevant topics and could have been replaced with topics more related to entrepreneurial coaching as a process. Also, engaging seasoned German faculty members and entrepreneurship coaches and trainers would add real value.

What was missing:

- The engagement of German faculty members and coaches as trainers was missing.
- It would have been great if we could interact with some entrepreneurs and discuss more with them and find out about the problems they are facing in German reality.
- I found it complete in every aspect. If we had more time, we could have learned more.
- Nothing was missing. I think we all should stay in touch to spread positive word of mouth.

Actions:

- We have adjusted the coaching manual to better address non-verbal communication, motivation, negotiation skills, team building, and project management.
- We would be engaging more German entrepreneurs for future events to discuss the problems they face in German reality.

## CONCLUSION AND RECOMMENDATIONS

The project is a great initiative for a developing country like Pakistan. It has made a positive impact on the target audience and the broader community, and the project team made significant contributions to its success. However, UDS and ERASMUS+ should extend their support in the long term to enable the expansion and sustainability of the project.

In the future, local challenges should be addressed further. For example, we can include the gender aspect, as female entrepreneurs do not get funding, so we should add tasks to overcome such challenges. The consortium should consider integrating additional elements, such as business plan development or pitch training, into the program curriculum to further support participants in launching their businesses.

