



Project “E-QUALITY” Digital education for social and financial inclusion and gender equality”

## **E-QUALITY PROJECT**

### **INTERMEDIATE EVALUATION REPORT**

#### **NAME OF THE ELECTRONIC DOCUMENT:**

#### **E-QUALITY PROJECT EVALUATION INTERMEDIATE REPORT**

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## Project “E-QUALITY” Digital education for social and financial inclusion and gender equality”

### 1. Project Overview

<b>Project No</b>	EuropeAid/167975/DD/ACT/KG
<b>LOT</b>	Lot nº 2 – To promote use of digital technologies for civic and youth engagement
<b>Project title</b>	“E-QUALITY” Digital education for social and financial inclusion and gender equality”
<b>Project Acronym</b>	“E-QUALITY”
<b>Name of applicant organization</b>	<b>Bulgarian Chamber for Education, Science and Culture (BG)</b>
<b>Partners</b>	<b>Public Foundation International Agency of Quality Assurance - InAQA (KGZ)</b>
<b>Total project budget</b>	€ 1.102.519,4
<b>Project Duration</b>	30 months
<b>Planned project final date</b>	31/05/2023
<b>Project start-up date</b>	01/12/2020
<b>Used scale for assessment of project deliverables and tasks</b>	5 Excellent, 4 Very good, 3 Good, 2 Adequate,

The present intermediate evaluation has been carried out to assess the activities implementation status, after twelve months since its starting date. The report examines the ongoing activity implemented up to date, in order to analyze the project progress and its performances according to the targeted goals.

It was acknowledged that it is too premature to assess the project’s impact during this evaluation, and the evaluation also took consideration of limited time for data collection, unavailability of key Informants.

In this context, it is important to underline that the implementation of the planned project activities and the achievement of its main objectives, the **Capacity building of young migrants (including women) on digital skills, the Increase women’s inclusion and the Development and promotion of social and educational policies**, requires a special attention and dedication that have a direct effect on the achievement of the expected impacts.



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### 2. Purpose of the Intermediate Evaluation Report

Within the Evaluation Report purposes, the evaluator developed an evaluation framework, a peer review questionnaire and produced an evaluation report including a set of action-oriented recommendations.

The objective of the Evaluation Intermediate Report, as specified in the Evaluation Plan, is to present in this stage a mid-line status on the progress of the project with a view on how the project, or elements of it, is proceeding and how is its level of achievement of the planned results, outcomes and deliverables.

This evaluation reviewed most project elements such as the use of resources, project implementation modality, collaboration and partnership, the achievement of outputs, outcome, and the level of outcome attainment. The findings and recommendations from this evaluation are intended for use by a variety of stakeholders including project management and senior management of the E-Quality project.

However, this evaluation did not assess the project’s impact, as it was deemed too early to do so. Instead, the evaluation focused on achievement of the outputs and outcome based on the update version of the project work plan defined in the **Logical framework and Activity matrix** updated by the partners in march 2022. The document gave a new logical framework on the implementation of project activities and related outcomes that was driving the project implementation in these last 8 months, replacing the initial project structure based on Work Packages (WP).

Following this new framework, the intermediate evaluation process better meets the demands of the intended user groups and the tools and work processes provided, allowing to get data that are more comprehensively and fit more the project objectives and the expected results.

The final purpose of the Intermediate Evaluation process is to underlying project cycle management, and specifically monitoring and evaluation, to help those responsible for managing the resources and activities of the project to enhance development results along a continuum, from short-term to long-term.



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### 3. Evaluation instruments and methodologies used

A mixed method was adopted that included a desk review, key informant interviews (KII) or semi-structured interviews, and an online survey. Consistent with the human rights-based approach, it was designed to ensure the participation of as many different stakeholder groups as was feasible in the time available, and to deliver a robust set of findings, adequately triangulated.

Four evaluation criteria were selected in consultation with the project team based on the purpose of the evaluation as follows: (1) Relevance, (2) Efficiency, (3) Effectiveness, and (4) Sustainability. In particular:

- **Relevance:** assessing to what extent the project’s objective and intended results remain valid and pertinent to the needs of the beneficiaries either as originally planned or as subsequently modified.
- **Efficiency:** assessing how well human, physical and financial resources are used to undertake activities, and how well these resources are converted into outputs.
- **Effectiveness:** assessing the extent to which a project achieves its intended results, with particular focus on the attainment of the project’s outputs and outcome.
- **Sustainability:** assessing to what extent the project’s results have been/will be maintained for a certain period of time after the project completion by examining the level of acquired knowledge (output level) among the project stakeholders, and the initiatives (outcome level) carried out by either Partners teams in the two countries or by the governments or other stakeholders in the two countries as follow-ups of the recommendations generated by this project.

The overall approach of this evaluation is a “Utility-Focused Approach”, aiming to enhance the likelihood of its intended users utilizing both the findings and the process itself to inform decisions and improve performance.

To ensure reliability of the data, three data collection methods were used: (1) desk review of the available documents and data, (2) Key informant interview (KII) with project partner teams and



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stakeholders and (3) Online Survey with project partners and stakeholders who participated in both national consultation workshops and the dissemination events.

This evaluation employs both quantitative and qualitative approaches to data collection and analysis. The findings from document review and key informant interviews were analysed qualitatively by analyzing the description of documents and responses, while the results of the online survey were analyzed quantitatively. Then, the respective findings and responses were triangulated with one another.

Under each evaluation criteria, a rating was given supported by evidence collected from the respondents in the two countries, document review and the online survey explained in every relevant evaluation question. The two cross-cutting evaluation criteria, including Human Rights and Gender Equality were reflected in all four evaluation criteria.

The findings were analyzed by evaluation criteria on a scale from 1 to 5 in which each rating means the following:

<b>Evaluation Criteria Scaling</b>	<b>Explanation</b>
5 Excellent (Always)	There is evidence of strong contribution and/or contributions exceeding the level expected by the intervention
4 Very good (Almost always)	There is evidence of good contribution but with some areas for improvement remaining
3 Good (Mostly, with some exceptions)	There is evidence of satisfactory contribution but requirement for continued improvement
2 Adequate (Sometimes, with many exceptions)	There is evidence of some contribution but significant improvement required
1 Poor (Never or occasionally with clear weaknesses)	There is low or no observable contribution

This evaluation used a mixed method of quantitative and qualitative approaches in collecting and analyzing the information, involving both the collection of secondary data and primary data. The



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following four data collection approaches are recommended:

- Desk Review
- Key Informant Interview
- Online survey
- Observation

### **Desk Review:**

For the desk review, the evaluator collected, reviewed and analysed those already available information produced by the project team as well as other stakeholders, including project documents, periodic project reports, minutes of various meetings and workshops, and field observation reports, if any.

### **Online Survey**

This survey was developed as part of the Project, in close consultation with the project management in both the two country offices. The target respondents for this survey were those who participated in the dissemination meetings, events and on the other implementation project activities and tasks in the two countries. By practice, to avoid a low-response rate for such a survey, the survey was sent to 100% of the participants via e-mail and it was not take longer than 35 minutes to complete.

### **Key Informant Interview (KII)**

For this evaluation, key informants were those who are managing the project, government officials, and members of the civil society organizations. To complement the survey, some of those who completed the survey were selected to take part in the key informant interview, in consultation with the project teams. A sample semi-structure questions was developed as part of the Evaluation process in close consultation with the project team.



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### **Data analysis**

Data analysis are a mixed method between qualitative and quantitative approaches. The results from the questionnaire survey are analysed quantitatively using the MS Excel with adequate infographics and discussions. Meanwhile, the data collected from the key informant interview are manually clustered and analysed in a more qualitative way. These two analysis approaches are mutually reinforcing thorough and comprehensive understanding on the findings.

## **4. Evaluation of Project Progress Implementation**

### ***4.a Evaluation of the collaborative partners’ meetings***

The evaluation questionnaire was developed online and the members of the project partners were asked to fulfil the questionnaire after the different meetings held. The participants had possibility to fulfil the questionnaire online (no paper work and no postal costs). In addition, it was used the tool of “Observation” on the ongoing implementation of the different meetings on which the evaluator made several different questions (as interview) to the participants, by which he could get a clear vision and baseline to better evaluate the collaborative partner’s meetings. The participants’ satisfaction with the meetings in general (M= 4,33; range from 1: “Don’t agree” to 5: “Totally agree”) and especially with the organisational matters (as resulted from the observation M=4,50) was very high, as well as satisfaction with the results of the meeting (M=4,30). The participants gained orientation about all work packages and as about the next steps of the work process (M=4,30).

The evaluation questionnaire was developed online and members of the both partner’s project management team were asked by email after the meeting to fulfil the questionnaire. It contained items for rating and open answers. The participants had possibility to fulfil the questionnaire online (no paper work and postal costs).

The participants got benefit from getting in contact and exchanging about work packages. It seems to be useful to be more precise about the agenda and time management of the further





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meetings. In total, the members of the Project management team assessed the different project meeting held till now as successful.

Summary Evaluation score:

Evaluation Criteria	Evaluation Score
Relevance	5
Efficiency	4
Effectiveness	4

### ***4.b Ranking of satisfaction with and outcome of the meetings and events***

The participants' satisfaction with the different project meetings and events in general can be considered satisfactory and especially with the organisational matters was very high as well as satisfaction with the results of the meetings/events.

Thus shows that the partners were able to involve and engage the target participants, raising their awareness and engagement of the project main topics and on the issues covered by the events and meetings. Thus represents a solid and valid baseline for the future project results sustainability and to foster a continuous engagement of the target participants in the different project activities.

In this context, the evaluation results were gained through a tailored questionnaire, interviews with some of the participants (mainly with those ones from the partners organizations and other representatives of project key stakeholders) and through the observation analysis.

Summary Evaluation score:

Evaluation Criteria	Evaluation Score
Relevance	5
Efficiency	4
Effectiveness	5

### ***4.c Project Management and coordination***

During the project, particular attention was paid to monitoring and evaluation of the various activities carried out. Each activity was in fact evaluated by a questionnaire or interview: the monitoring was carried out very punctually and was focused on achieving the intermediate objectives of the single actions of project.



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The objective of the Management and coordination was to ensure the technical, administrative and financial implementation of the project, the proper performance and adherence to contractual terms, credibility and legitimacy upon the process. For this, it was established a management and coordination structure with planning and financial monitoring systems.

The project management tasks followed during the implementation of the project activities are those established and defined in the Partnership Agreement.

The project manager Prof. Preslav Dimitrov, appointed by the Bulgarian Chamber of Education, Science and Culture, was the responsible of the overall management of the project. Among its responsibilities were the following:

- Setting the project schedule and boosting the project actions
- Representing the project in events and with stakeholders
- Receiving and applying the recommendations of external experts
- Developing networking activities
- Support to dissemination activities
- Coordination of reporting
- Conflict resolution within the consortium
- Supervision of legal issues
- Organization of coordination meetings.

During this first stage of project implementation period different **Coordination Meetings** have been held. In these coordination meetings partners made a revision of the activities, deliverables and milestones, and discuss the main setbacks or limitations that may arise from technical or financial constraints.

Apart from these meetings, email communication is produced regularly to keep partners updated about technical and communication activities, to coordinate actions and to share information coming from the EC.

The Project management process was also assisted by longitudinal assessment that allowed checking the progress and the quality of the project according to the partners. Each activity leader was responsible for coordinating the activities according to the commitments and the



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planned schedule. According to the defined Action Plan and the defined role and responsibilities, each WP leader is also responsible to inform the general coordinator in case of a change from the initial plan of action. The project management and coordination in this first stage of project implementation, was facilitated by periodic videoconferences, using Zoom, and phone calls and by a constant updating of project documents during Dropbox, allowing a good flow of the progress of the project. The Lead Partner and the project coordinator has continually maintained strict contacts with all the project partners, ensuring a well day to day management implementation process and supporting the project partners to share different topics, issues and contents related to the project implementation and allowing them to better perform their tasks.

Each partner has received their advanced payment of their budget on time according to the established agreements. Besides the various activities carried out to meet the goals of the work plan agreed on, 2 transnational project meetings held in order to exchange expertise and experiences on work-based training issues, to monitor the progress made and to agree on the next steps to be taken and the correspondent responsibilities. The first meeting was the kickoff meeting held online on 05/03/2021, where the project partners had the opportunity to get to know each other and learn about the partner organizations and their interest and special expertise in the different project topics and future tasks to be developed. The project meetings acted as an excellent opportunity to exchange of expertise and experience on the development of the first tasks for the implementation of the project, with particular reference to the Monitoring, evaluation and dissemination activities and the definition of the structure of the action plan.

The evaluation focused on the different management actions have been carried out, with particular reference to:

Tasks	Purpose	Implementation stage	Evaluation Score
<b>Partner Agreement</b>	To establish a protocol of cooperation for the project implementation between project partners.	Done	5
<b>Follow up reports</b>	To facilitate to the partners the organization of the work to carry out each month and to	In progress according to the specific tasks	4



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	detect possible risks of delay with respect to the initial schedule.	implementation	
<b>Virtual Meetings</b>	To strengthen project monitoring and make joint decisions on relevant issues, such as redistribution of tasks, project outputs and deliverables implementation or budget issues	In progress according to the specific tasks implementation	4
<b>Transnational Meetings</b>	Organization of n. 6 face-to-face meetings, dedicated to networking, project management, administrative aspects and reporting obligations. The overall objective of the meeting is to disseminate outcomes of the project (results achieved) and share knowledge developed throughout its duration, giving to the participants the opportunity to compare experiences and exchange ideas with colleagues from all over Europe.	n.2 meeting were done according to the planned timetable	4
<b>Day to Day Management</b>	To monitor project progress against milestones, and regularly check with WPs leaders the status of each action to be carried out by each single partner	In progress according to the specific tasks implementation	2
<b>Monitoring Activities</b>	Monitoring of the whole project activities and tasks related to the different WP, including project outputs and deliverables and the quality of the process implementation	In progress according to the specific tasks implementation	4

Project Results and Outputs covered by the WP:

Tasks	Purpose	Implementation stage	Evaluation Score
<b>Action Plan</b>	Effective action plan stating actions to adopt and related responsibility in order to get expected results and accomplish project objectives. It includes tasks, deadlines, resources allocated, in compliance with cost-effective and sustainable management and monitoring procedures.	Done	5
<b>Communication Plan</b>	The Plan delivers a detailed description of the communication system intended to assure smooth, effective and relevant communication flows	Done	5



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	amongst different WPs leaders, partners, and bodies.		
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The evaluator considered that the weak point of the Project Management and coordination is mainly represented by a not good and sufficient performance by the project partners, especially the Kyrgyz partner, on Time management. In fact, the management of the time spent, and progress made, on project tasks and activities, especially regarding the planning, scheduling, monitoring, and controlling of all project activities and on the respect of the single deadlines for the delivery of specific project outputs and outcomes, was not always correctly performed or respected.

The Evaluator considers that the project, till this stage, had a good management process implementation that allowed to realize correctly all the project actions and thus will be a fundamental and optimal pillar that will enable to fulfill the objectives of the project.

Summary Evaluation score:

Evaluation Criteria	Evaluation Score
Relevance	5
Efficiency	4
Effectiveness	2

### **4.d Project WP and activities Progress Evaluation**

The performances of the work implemented by the partners demonstrated a full engagement and responsibility by each partner carrying out their own tasks, with a good level of coordination by the Lead Applicant. The partners proved to be able to professionally manage the implementation of the different tasks and the project coordinator was able to assemble and summarize the different WP results in a common and shared vision, dealing with different cultural contexts and limitations. As specified in the section 2 Purpose of the Intermediate Evaluation Report, the work plan has been remodeled from WPs to Logical Framework Activities matrix, during the project implementation process, with a more adherent definition of objectives better matching the expected results and outcomes. In this specific context, the evaluation process was carried out.



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The level of effectiveness and efficiency of the work carried out, despite having achieved the pre-established objectives and results, is believed to have been lower than the other project activities carried out, due to the poor time management performed especially by the partner **Public Foundation International Agency of Quality Assurance - InAQA (KGZ)**. Despite a positive attitude and willing to perform the project implementation activities with a good level of awareness and responsibility, the partner did not perform the different tasks and activities following a detailed and scheduled plan for the iorganization in advance of the events, in the elaboration of the results produced and in the supply of the evaluation questionnaires and materials.

The evaluation requested to be provided with a range of documents related to the different project WP’s activities and outcomes for desk review that focused on what and how was produced. The evaluation process could overall assess that the InAQA could perform the planned activities and in some specific project outcome, able of achiving even a higher number of initially planned target outcomes. Thus showing a concrete increase by the partner of its level of awareness on the project purposes and its will to strong achieve concre, reliable, sustainable and good results. The follow table shows the results gained till the date of 30 November 2022, from the implementation of the different project activities, according to the Logical Framework and Activities matrix:

<i>Results chain</i>	<i>Indicator</i>	<i>Target</i>	<i>Current value</i>	<i>Implementation Stage/Status</i>
<b>Outcome 1.</b> Capacity building of young migrants (including women) on digital skills	Availability of skills development policy for young migrants	1 Policy Study with recommendations is submitted to the government as per 31 <sup>st</sup> of May 2023	1 Policy study	Done Waiting for official recommendations from the Ministry of Education and Social Inclusion and migration
<b>Outcome 1.</b> Capacity building of young migrants (including women) on digital skills	Number of centres for support of migrants for professional training	1 Policy Study with recommendations is submitted to the government as per 31 <sup>st</sup> of May 2023	1 Policy study	In progress Waiting for a Memorandum of Understanding from the local Authorities of Naryn, Issyk-Kyulin and Osh regions
<b>Outcome 2.</b> Increase in women’s inclusion and participation in civil	4 major adapted training modules plus a set	9 trained modules were identified for adapting on	The modules are available	In progress



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life with sound entrepreneurship digital and leadership skills	of 9 additional training modules,	the basis of the questionnaire survey	and accessible online in the single online platform	<b>N.10 training modules are produced in Russian and English language and online in the platform system</b>
<b>Outcome 3.</b> Development and promotion of social and educational policies to support and expand financial and social inclusion, gender equality for vulnerable groups of young migrants, including women in the KR through the development of innovative digital skills	Digital platform for e-learning is set up and operational; (A multilingual, intelligent, educational online platform for organizing the distance learning process (synchronous and asynchronous)).	The platform is operational and it is available and accessible online	Terms of Reference are developed. Criteria for selection of the contractor are defined as per the EU standards and a public procurement tender is been announced	Done <b>The platform is available and operational at 95%. It is missing only the certification that doesn't influence on the operational capacity of the platform</b>
<b>Output WP1.</b> The training needs of vulnerable groups of young migrants, including women and their family members for the development of new skills are identified.	Number of respondents involved in training needs analysis	6 introductory and information meetings, face to face 15 workshops; 1 workshop on quality), in total: 22 events	10 introductory, information and regional meetings; 4 workshops (including 1 in quality assurance in education); 3 round tables; 1 international conference	Done <b>It will be an additional survey that will be complemented in the forthcoming months</b>
<b>Output WP1.</b> The training needs of vulnerable groups of young migrants, including women and their family members for the development of new skills are identified.	Number of roundtables	6 introductory and information meetings, face to face 15 workshops; 1 workshop on quality), in total: 22 events	10 introductory, information and regional meetings; 4 workshops (including 1 in quality assurance in education); 3 round tables; 1 international conference	Done <b>It was realized n. 8 roundtables (n.2 more of what was initially planned)</b>
<b>Output WP3.</b> Established the multilingual digital platform (and mobile	1. Number of self-assessment systems with		In order to achieve the	Done



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application) with a catalogue of multimedia training modules, e-consulting, an interactive system for an assessment of the training module and personalized cyber mentor	elements of artificial intelligence		qualitative result a sub – grant support is provided to an external organization, which will develop the cyber-mentor system for self-learning.	It is in the testing stage and will be finalized till the end of December
<b>Output WP3.</b> Established the multilingual digital platform (and mobile application) with a catalogue of multimedia training modules, e-consulting, an interactive system for an assessment of the training module and personalized cyber mentor	2. Number of Cyber-mentor systems for self-learning		In order to achieve the qualitative result a sub – grant support is provided to an external organization, which will develop the cyber-mentor system for self-learning.	In progress It is in the stage of testing and development mode
<b>Output WP4.</b> Digital skills such as Digital Literacy, Big Data, Data analytics, Data protection and Cyber security including financial literacy, entrepreneurship, leadership and communications have been developed and adapted to the needs of young migrants	Number of trained migrants	275 (gender disaggregated 75 female, 100 male (including 100 certified, i.e. acquiring qualification		In progress 75% of the target number have been trained
<b>Output WP5.</b> Training hub is established, Alumni network is established, volunteers from TG-1, TG-2, TG3 are trained as the mentors for the future support of new migrants	Number of students trained as mentors and involved in the training hub	275 (gender desegregated: 75 female, 200 male)		In progress N. 83 students of the identified target group were trained
<b>Output WP5.</b> Training hub is established, Alumni network is established, volunteers from TG-1, TG-2, TG3 are trained as the mentors for the future support of new migrants	Number of teachers trained and involved in the training hub			In progress Launched and in the stage of implementation





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Outcomes and Outputs WP Score Evaluation:

Outcomes and Outputs WP	Relevance Evaluation Score	Efficiency Evaluation Score	Effectiveness Evaluation Score
<b>Outcome 1.</b> Availability of skills development policy for young migrants	5	4	4
<b>Outcome 1.</b> Number of centres for support of migrants for professional training	5	5	5
<b>Outcome 2</b>	5	4	4
<b>Outcome 3</b>	5	4	4
<b>Output WP1.</b> Number of respondents involved in training needs analysis	5	3	3
<b>Output WP1.</b> Number of roundtables	5	3	4
<b>Output WP3.</b> Number of self-assessment systems with elements of artificial intelligence	5	3	3
<b>Output WP3.</b> Number of Cyber-mentor systems for self-learning	5	4	3
<b>Output WP4.</b>	5	4	3
<b>Output WP5.</b> Number of students trained as mentors and involved in the training hub	5		
<b>Output WP5.</b> Number of teachers trained and involved in the training hub	5	3	3

Summary Evaluation score:

Evaluation Criteria	Evaluation Score
Relevance	5
Efficiency	4
Effectiveness	3,5



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### **4.e Dissemination and Exploitation of project results**

The organization and implementation of Dissemination activities and events were responding as overall with was initially planned. The partners showed to be regularly active in this context and from the very start of project implementation, they used their own networks, websites, and communication channels to spread and disseminate at local and national level all the relevant information regarding the progress of the project.

The Dissemination activities used various forms of dissemination activities on regional, national and even international level as well as determining the standards for the communication with stakeholders. These standards secured the project’s identity and included the use of a project logo and templates for publications and presentations. To support the activities of the partners, various dissemination material was prepared such as leaflets, roll-up banner. All partners were involved in the implementation of dissemination activities, appropriate consortium functioning, with regular reporting by the partners about activities implemented.

The dissemination activities and events implemented see the Annex 1.

Dissemination Activities and Events implemented Score Evaluation:

<b>Outcomes and Outputs WP</b>	<b>Relevance Evaluation Score</b>	<b>Efficiency Evaluation Score</b>	<b>Effectiveness Evaluation Score</b>
Working meetings	5	4	4
Meeting with the Ministry of Labour, Social Security and Migration of the Kyrgyz Republic	5	5	5
Meeting with the Deputy Minister of Education and Science of the Kyrgyz Republic	5	4	4
Event with migrants	5	5	4
Study tour in Bulgaria	5	4	3
Methodological seminar	5	4	4
International Conference	5	5	4
Participant in Conference Ministry of education and science KR	5	4	3



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Participant in International Conference UNESCO	5	4	4
Press, TV	5	4	4

Summary Evaluation score:

Evaluation Criteria	Evaluation Score
Relevance	5
Efficiency	4.5
Effectiveness	4

### 4.f Partners' co-operation

Collaboration among the project partners has registered, in the course of the project, a very Good level of interaction with frequent and constant opportunities to meet physically and online for sharing of ideas and for project implementation of the different tasks and activities. Partners found the opportunity to discuss and share potential barriers, challenges and problems faced in order to ensure a correct activities and tasks implementation. This cooperation showed a good interaction between the project partners that periodically reinforced their cooperation, also through virtual tools, performing, in the meanwhile, a good level of monitoring activities. Thus showed also a high level of participation, of awareness on their responsibilities and on the will to achieve in the optimal way the planned results.

The evaluation in this context, was carried out mainly through the tool of “Observation” during the different face to face and online meetings carried out, where it was possible to observe and assess the potential effects grow with accumulated experience among partners that can engender increasing trust among them, confidence in potential benefits, and increasing enthusiasm among the partnership. But these promising outcomes do not emerge only as a function of the passage of time and repeated interactions, but mainly by the wish of the project partners to reinforce their cooperative for the achievement of common goals.

Summary Evaluation score:

Evaluation criteria	Evaluation Score
Relevance	5
Efficiency	5
Effectiveness	4



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### 4.g Budget

During this first stage of project implementation, an efficient budget management was implemented, respecting the different budget lines defined in the project proposal and the Partnership did not need to operate any changes in the approved project budget. All the expensive incurred by the partners were eligible and in line with the program guidelines and rules. The budget evaluation was carried out through a desk analysis of all relevant and related financial and administrative project documents, checking the methodology used by the partners manage the project expenses, the methods used by the partners to pay the incurred expenses and the transfer of money. As whole, the project budget was managed and performed according to high quality standards, respecting the main project financial and administrative rules and in line with the principles of transparency and diligence. All technical and administrative/financial issues were constantly shared and agreed between the partners that allowed to reach a clear, transparent and efficient project budget management.

#### *Budget implementation and changes:*

Criteria	Yes/No	Description
Were any transfers among budget elements?	No	N/A
Were transfers among budget elements that are over the limit?	N/A	N/A
Is the budget still realistic?	Yes	N/A

#### *Assessment of expenditure deviation up to monitoring day:*

Grade (1 – 5)	Assessment	Description
5	Excellent	Planned expenditures were made.

#### *Matching project progress and expenditures, project budget effectiveness:*

	Grade (1 – 5)	Assessment
Does project progress correspond to expenditures up to evaluation day?	5	The funds spent fully corresponding to the activities performed and products.



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*Assessment of budget effectiveness up to evaluation day:*

Grade (1 – 5)	Assessment	Description
4	Very Good	Excellent rate of budget effectiveness is achieved.

Summary Evaluation score of the Budget:

Evaluation criteria	Evaluation Score
Relevance	4
Efficiency	4
Effectiveness	4

### **Overall Evaluation Assessment**

In all, the evaluation found the project to be relevant, effective and efficient, with satisfactory evidence of sustainability. The project exhibited responsible and accountable coordination and management, particularly in establishing fruitful partnerships with, and fostering high commitments among national/local government stakeholders and NGO/academia counterparts in all three countries. The table below summarizes the evaluation assessment per criteria:

Evaluation Criteria	Assessment
RELEVANCE	4 (out of 5)
EFFECTIVENESS	4 (out of 5)
EFFICIENCY	3.5 (out of 5)
SUSTAINABILITY	3.5 (out of 5)

## 5. Project Intermediate Evaluation Findings

The analysis and evaluation carried out in this stage was based on the process to answer to a tailored criteria questions compared to a certain Evaluation criteria, as follow:

Evaluation Criteria	Evaluation Question
<b>1. Relevance:</b> assessing to what extent the project’s objective and intended results remains valid and pertinent either as originally planned or as subsequently modified.	<b>1.1.</b> How responsive the project is to the needs and priorities of the project stakeholders and beneficiaries during the course of the project design and implementation? <b>1.2.</b> Is the project aligned with national strategies and the Migration Governance Framework?



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	<p><b>1.3.</b> To what extent this project was informed by needs and interests of diverse groups of stakeholders through in-depth consultation?</p>
<p><b>2. Efficiency:</b> assessing how well human, physical and financial resources are used to undertake activities, and how well these resources are converted into outputs.</p>	<p><b>2.1.</b> Given the results achieved by the project, is it cost-efficient and providing value-for-money?</p> <p><b>2.2.</b> To what degree were inputs provided or available in time to implement activities?</p> <p><b>2.3.</b> To what extent the needs and priorities of marginalized individuals and groups were considered for the allocation and use of resources?</p>
<p><b>3. Effectiveness:</b> assessing the extent to which a project achieves its intended results.</p>	<p><b>3.1.</b> To what extent were the project outputs and one outcome achieved according to the plan?</p> <p><b>3.2.</b> What were the major factors influencing (both success factors and failure factors) the achievement of the project’s expected outcome, and how the project was able to adapt to those factors?</p> <p><b>3.3.</b> If any unplanned negative effects (e.g. related to environment, gender, human rights and governance, or others) on target groups occurred as a result of this project, and to what extent did the project management take appropriate measures?</p> <p><b>3.4.</b> To what extent a human rights-based approach and a gender mainstreaming strategy were incorporated in the design and implementation of this project?</p>
<p><b>4. Sustainability:</b> assessing to what extent the project’s results will be maintained for a certain period of time after the current project phased out by examining initiatives carried out by either in Kyrgyzstan or by the governments or other stakeholders in the target country (Kyrgyzstan) as follow-up of the recommendations generated by the project.</p>	<p><b>4.1.</b> To what extent were target groups and possibly other relevant interest groups/stakeholders involved in the planning/implementation process? – questions towards ownership.</p> <p><b>4.2.</b> What is the level of utilization of the project’s results among government and other stakeholders in the three countries?</p> <p><b>4.3.</b> Are structures, resources and processes in place to ensure that benefits generated by the project continue once the support for this project ends?</p> <p><b>4.4.</b> Do the target groups have any plans to continue making use of the services/products produced by the project?</p>



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### ***Relevance***

The project produced results that are relevant to the national development of the Kyrgyzstan that face issues of social inclusion of socially vulnerable groups of the KR such as young migrants and low-skills women and migration.

The project served to alert policymakers on the need to focus on social and financial inclusion of the young migrants and low-skills women. The knowledge produced till now by the project indicates that, to generate sustainable development outcomes for the project target groups in Kyrgyzstan, particularly those living in areas vulnerable situations, all stakeholders including the community, policymakers and local government authorities should understand the impact of migration on their livelihoods and wellbeing.

In addition, Policy Recommendation Document (study) for Vocational and Digital Education, containing n.15 recommendations, have been considered by project stakeholders as very important steps in helping the government to formulate policies, strategies and interventions that correspond to the identified issues.

### ***Effectiveness***

This evaluation criteria were rated as “Very Good, 4 out of a-5 scale” since all three outputs were fully achieved, and the outcome is in the process of being achieved – with the understanding that achieving behavior changes, particularly at the policy level, takes time. It was determined to be premature to attribute the project’s contribution to the objective, and as such this was not assessed during this evaluation period.

The project had positive effects on the capacity of the project partners to organize themselves to carry out all the project activities and tasks according to the planned work plan and the quality standards settled up. The modalities of implementation of the project in this first stage of implementation, regarding the whole project management and coordination, the dissemination activities and the implementation of the technical tasks (WP1. Development of recommendations/policy of the sustainable model of social and digital inclusion, WP2. Development/adaptation of training modules), can be evaluated with a high rate of effectiveness, responding to the expected



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performances initially planned and respecting the good flow of the level of the project implementation. In this stage, is still early to evaluate the full project effectiveness, intended as measure of the extent to which the desired project outputs and impacts are achieved. The evaluator considers that the results gained in this intermediate stage, can constitute an important and clear baseline to define the future and final development of the project and, as consequence its effectiveness. In this consideration, what has been achieved so far and the setting and structure of the project management done, reveals an ideal premise to ensure the whole future effectiveness of the project and its results. The evaluation found that the stakeholders in general are satisfied with the findings and the proposed project actions and outcomes.

### ***Efficiency***

The efficiency was assessed as “Good, 3.5 out of a-5 scale” based on the ability of the project to deliver results with efficient use of the technical and financial resources compared to other similar projects and timely availability of the financial resources. However, the project could have had a better rating if there was no no-cost extension, and the additional activities were properly identified during the project design and properly monitored during its execution. Until now, all the planned activities have been implemented according the foreseen scheduling, up to date the output planned has been delivered on time. The monitoring activities have been carried by project partners on regular basis as per project monitoring schedule. The resources available for the implementation of the different project activities were efficiently administered thanks to the effective application of a well structured project management system, a decision making process and thanks to a constant monitoring process of the project progress implementation, by which the Lead Partner, in constant collaboration with the Bulgarian Partner, supervised the progress of each activity and the tasks and responsibilities that each partners was carrying out, ensuring an optimal use of the available resources. Stakeholders were informed during the relevant meetings about the project and its rationale, and they did not express any dissatisfaction nor ask for clarification. At this stage, thus show that the intermediate project performances and results have





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been achieved at reasonable cost with minimum waste of effort, time, money and skills, proving a good level of project efficiency.

### ***Impact***

The potential impact of the project could be good, however, at the present stage it is too early to assess the project real effects on target group.

Surely, the people involved in the project has increased the knowledge about Digital education for social and financial inclusion and gender equality, for the development of new skills on digital literacy, entrepreneurship and leadership of socially vulnerable groups of the KR such as young migrants and low-skills women and through creation and promotion of the sustainable model of social inclusion.

### ***Sustainability***

The sustainability of the project could be good, considering:

- the positive performances of the project activities and tasks implementation;
- the good effects that the could produce after the project conclusion.

In relation with the Sustainability of the consortium, partners have shown high level of satisfaction on the project and a good interest to further opportunity. This interest has to be considered a positive factor for sustainability and it could also represent a strong point for rising new opportunity after the project completion. Sustainability of the project results is considered “Good” as the project contributed to increased knowledge among the stakeholders, and even went further to target a larger audience through learning events, seminars, and conferences.



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### 6. Conclusion and Recommendations

The recommendations produced as result on the Intermediate Evaluation, are mainly related to: (a) developing better implementation plans; (b) improving monitoring and reporting; (c) improving the overall project time management by the partners in order to delivery on time the necessary and requested project deliverables, data, information and outcomes, (e) improving knowledge management at the activity and project levels to ensure sustainability. The Evaluator considers that in this initial phase, the Project has achieved its planned objectives in the measure that a management system tool has been designed and some capacity building has been provided to use this tool for the purpose of enhancing partners participation. The successful continuation of the project and the achievement of the expected results and impacts, depends very much on the improvement of tools, awareness, responsibility and approaches to be used to better perform time management, scheduling and controlling of the timeline of project activities implementation. Thus will also positive reflects on the potential project risks prevention and mitigation. In order to sustain the future development of the next project activities, tasks and the related outputs, the Evaluator give several recommendations as follow:

- A strengthening of time management by the partners and above all by **InAQA** that must be more committed to respecting the deadlines for the delivery of the requested project deliverables and outcomes, in order to ensure an efficient and productive project implementation and future project impacts;
- To enlarge the range of potential indirect stakeholders to which address the project information and future to disseminate project results;
- To use more active, the evaluation questionnaires and to extend them, as far is possible, to a larger audience, in order to gain useful feedbacks to use for the improvement of the project tasks, for the evaluation of the stakeholder's involvement and engagement.
- To dedicate a special attention to the next deadline for the implementation of the different project activities and tasks, considering in advance the potential risks for delay of the implementation process.



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- Improvement the dissemination activities, providing a more clear timeline with all the project tasks deadlines;
- Improvement and better alignment of the monitoring activities on the different project activities implementation with the work plan and the estimated deadlines for the delivery of the related outcomes.
- Review the indicators that will be used to appraise project tasks progress and ensure they are linked and flow logically from the E-Quality statement (it should be clear that indicators should be a measure of essential aspects of the outcome statement).

The Evaluator

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