

REPORT

External evaluation ENGAGE (101083269)



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Executive summary

The external evaluation of the project “Enhancing sustainable entrepreneurial ecosystem in higher education of Azerbaijan – ENGAGE” (101083269) was carried out starting from October 1, 2023. The framework for the external evaluation of the project was established according to the requirements of the Grant Agreement (GA) 101083269 and in line with the of the description of the Task 1.3 in the Annex 1 to the GA.

During the first meeting, the project coordinator, Mr. Eshgin Bayramov and the project officer at BBU Ms. Gulshan Bayramova, presented the project scope and vision, planned project deliverables, outcomes, its ultimate goal and planned impact. During this meeting the aim of the evaluation was agreed: to evaluate the level and quality of the implementation of the project work packages, relevance of the achieved results to the present conditions as well as the potential for sustainability of the results of the initiative beyond the project eligibility period.

The methodology selected for the task, included study of the materials openly available on the websites of the partner institutions, study of the materials produced by the project followed with the interviews with the representatives from partner institutions in Azerbaijan. During the project lifetime, a survey among the project team in Azerbaijan was carried out in order to collect feedback from the partner institutions and analyze the level of involvement and performance of the project team as well as potential impact of the project in the partner country and beyond.

The selected methodology allowed continuous and consistent evaluation of the project implementation and the produced results and provide continuous feedback to the project management team together with the recommendations on further project implementation.

This report summarizes the external view on the project progress implementation on the base of the study of produced deliverables, results of the survey, participation in the training session in Stockholm as well as face-to-face interviews with the members of the project team.

The project progresses in line with the Grant Agreement and the original project plan. Majority of the planned deliverables are successfully produced and uploaded to FTOP. The project team has clear understanding of the project goals and is strongly committed to project sustainability. The survey and interviews with the team members show professionalism and commitment of the team members, understanding of the current stage of the project and deep involvement in the development work.

The final phase of the project experienced difficulties due to problems with the recognition of the Erasmus program in Azerbaijan. Due to this situation, the project could not organize outreach activities as well as entrepreneurship award ceremony. In connection to the external evaluation, my visit to Azerbaijan for meeting with the project teams on site has to be cancelled and all further meetings and interviews with the representatives of the university teams were carried out in the digital format.

All interviewed team members from partner countries stress active participation of the EU partner institutions in the project activities and high level of relevance of the content of the training sessions carried out in the EU countries. It is important to mention that regardless to the difficulties with the recognition of the Erasmus programme in the country, the team members at the partner universities showed their commitment to the project, continued with the project implementation and were open for taking part in the interviews in digital format.

In other words, now, when the project is being finalized, it is fair to say that the project made important contribution to establishing environment for boosting innovation and entrepreneurship at the universities in Azerbaijan.

The project has a good potential for making impact on the national level way beyond the project consortium.



Abbreviations

MSU – Mingachevir State University
BBU – Baku Business University
ASAU – Azerbaijan State Agricultural University
ATU – Azerbaijan Technical University
NSU – Nakhichevan State University
ATMU - Azerbaijan Tourism and Management University
GSU – Ganja State University
ASUCA – Azerbaijan State University of Culture and Art
BHOS – Baku High Oil School
UNEC – Azerbaijan National Economic University
OYU – Odlar Yurdu University
UPC – Polytechnic University of Catalonia
ULisboa – University of Lisbon
KTH – KTH Royal Institute of Technology
TalTECH – Tallinn University of Technology
WSG – WSG University
WP – Work Package



1. Background

The project ENGAGE "Enhancing sustainable entrepreneurial ecosystem in higher education of Azerbaijan" - 101083269 is funded by the European Commission in the framework of ERASMUS+ program.

The ENGAGE project is designed to revolutionize the entrepreneurial landscape within Azerbaijani higher education by addressing critical gaps in the integration of entrepreneurship into university governance, management, and curriculum. With the growing recognition of entrepreneurship as a key driver of economic and social sustainability, this project seeks to align Azerbaijani higher education institutions with global standards and practices in entrepreneurial education, drawing on the European Union's extensive experience and frameworks, particularly the EntreComp Framework. The ENGAGE project responds directly to the number of challenges faced by the higher education and research sector in Azerbaijan by creating a sustainable entrepreneurial ecosystem within the country. The project is fully aligned with the objectives of the EU's Strand 2 - Partnerships for Transformation in Higher Education, which seeks to foster innovation, entrepreneurship, and university-industry collaboration.

Main goals of the Engage project are:

- to boost entrepreneurship capacity of staff and student by establishing or developing an Entrepreneurship and Innovation Centers within 11 higher-education institutions;
- To prepare benchmark reports which include in depth analysis of entrepreneurial capacity of Azerbaijan universities towards increasing the capacity to innovate, recognize and create opportunities at national and international level
- To invest into creation and sustenance of entrepreneurship-oriented universities through integration of entrepreneurship in the curricula and teaching methodologies with the goal to advance understanding of entrepreneurial spirit/culture as well as to promote practical/hands-on approach that would lead to experience-based start-up and spinoff mind-set and skills
- To increase entrepreneurship activities nationwide by enhancing the capacity of national center for entrepreneurship in education and establishing National Entrepreneurial University award
- To provide universities with systematic strategy for development and assessment of integration of entrepreneurship in governance and management, effective development of individual and institutional competences to improve entrepreneurial mind-set

The project consortium includes 11 universities from Azerbaijan, which offer wide range of study programs and represent different regions of the country. Azerbaijan is also represented by non-academic organizations that operate on national level and 2 associated partners. In this way, the project consortium enables participation of different stakeholders in the development and capacity building and dissemination activities. The



partnership also includes 5 universities from the EU countries which bring different experiences in integration of innovation and entrepreneurship in education and research. The project is designed as a joint effort aiming at making impact on national level, bridging the digital divide and enabling access to modern pedagogical methodologies and instruments for the civil society in Azerbaijan.

This 3-year project started January 1 2023 with the expected duration of 36 months. Unfortunately, due to unexpected developments on the national level, some project activities could not be implemented in time. The project applied for extension of the eligibility period but failed to sign the amendment due to national regulations.

The project is composed of five work packages with 3 content WPs and 2 horizontal ones:

WP1: Project management and coordination

WP2: To boost the entrepreneurship capacity of universities (Development)

WP3: To Increase the entrepreneurial ecosystem at national level

WP4: To Enhance sustainable entrepreneurial ecosystem at institutional level

WP5: Dissemination and exploitation

This report covers implementation and the results of the project with the activities carried out from during entire duration of the project.

2. Objectives

As agreed with the project coordinating institution, the evaluation aims to:

- To assess the project milestones and deliverables against established qualitative & quantitative indicators of progress;
- To be present at and assess capacity-building workshop for discussing the intermediate results of the project in Stockholm, Sweden in December, 2024;
- To present recommendations on further improvements of project activities, milestones and deliverables;
- To assess the project's impact against the envisaged objectives;
- Identify potential for structural impact of the project on national level in Azerbaijan;
- Recommend follow-up actions needed for sustainability of the project's results.

The outcome of the evaluation work include evaluation report that cover the agreed scope.

II. EVALUATION WORK UNDERTAKEN

2.1. Evaluation aspect

The project implementation is continuously evaluated in the following three aspects:

- Relevance: The outcomes and deliverables are according to the plan with sufficient quality
- Efficiency: The use of expertise and resources within the consortium in implementation of the activities and production of the results.



- Sustainability: Contribution of the implemented WPs, tasks and the produced outcomes and outputs towards successful implementation of the project as a whole and impact on the system of education in Azerbaijan

2.2. Methodology

In order to achieve goals of the evaluation, following methodology was proposed and agreed with the project coordinator:

- Study of the resources related to the project freely available on the Internet. This includes the project website as well as websites of the project partners
- Study of the materials collected on the GoogleDrive of the project. The access to the resources shall be granted by the project coordinator
- Developing questionnaire and conducting online survey among the team members.
- Interviews with the representatives from the partner institutions in Azerbaijan. The contact details provided by the project coordinator
- Producing consolidated report on the implemented tasks and providing recommendations during the project implementation

2.3. Activities undertaken

The following activities have been undertaken during the evaluation process:

- Online meeting with the project coordinator Dr. Eshgin Bayramov and the project officer Mrs. Gulshan Bayramova in September 2023 for discussing the project context, engagement in the project evaluation, coordination of the project activities
- Face-to-face meeting with the project coordinator Dr. Eshgin Bayramov and the project officer Gulshan Bayramova in December 2024 in Stockholm for update on the project development and reflections on the project progress
- Face-to-face meeting with the representatives from the partner Azerbaijani universities during the meeting in Stockholm
- Following the flow of information posted on the project website, websites of the partner institutions and social media outlets
- Review and study of project documents available at the GoogleDrive of the project, following the development of the materials
- Development of the questionnaire (in appendix to this report) and launching the survey for the project team
- Participation in the training session at KTH Royal Institute of Technology and face-to-face meetings with the members of the project team
- Analysis of the results of the project quality survey and results of the face-to-face meetings with the team members



This evaluation report is based on the synthesis and analysis of the information collected, as well as of the rating of satisfaction of the implementing partners on the attainment of the respective outputs.

Before finalization, the drafted evaluation report received the review and comments from the project coordinating institution.

2.4. General remarks

The evaluation activities were carried out starting from September 2023, when the scope and goals of the evaluation exercise were agreed with the project coordinator. The project team provided full access to the materials being developed and all project resources. Contacts of the members of the project teams in Azerbaijan were also provided on the early stage of the project enabling direct contact, communication and collecting feedback essential to the evaluation.

The evaluation exercise received strong support from all involved parties, especially in relation to the interviews with the representatives of the partner institutions from Azerbaijan. The face-to-face interviews were carried out during the training session in Stockholm in December 2024 using the opportunity when the project team members get together.



III. IMPLEMENTATION AND RESULTS

3.1. The project relevance and overall progress

One of the important tasks of the external evaluation (as agreed with the project coordinator Mr. Eshgin Bayramov and the project officer Dr. Gulshan Bayramova) is to follow the project implementation during entire project eligibility period, provide continuous feedback on relevance of the project, its aims and objectives as well as already produced and planned deliverables in the current conditions in Azerbaijan.

As the project has very clear focus on achieving impact on the national level in Azerbaijan, active involvement of the national authorities and stakeholders from the society is essential for success of the initiative.

While attending the training session at KTH Royal Institute of Technology in Stockholm and during the face-to-face meetings with the team members, active involvement of all partners was very visible. During the face-to-face meetings they stressed the importance of structured approach to establishing the environment that enables innovation and entrepreneurship in the universities of Azerbaijan as an important instrument for modernization of higher education in the country.

The project objectives are clearly formulated and achievable during the project: more than 92% of the respondents of the online survey agree or strongly agree with this statement. This correlates with the fact that more than 60% of the team members took part in the development of the application.

Further in the report more detailed analysis of the implementation level of each WP is presented.

3.2. Work package 1

WP1 – Project management and coordination

- T1.1 Setting up the project Management team.
- T1.2 Project management and financial coordination.
- T1.3 Reporting.
- T1.4 Management meetings.
- T1.5 Forming the Quality board.
- T1.6 Development of a Quality Framework.
- T1.7 Selection of External Evaluator
- T1.8 Organizing Quality Board meetings

Deliverables:

- D1.1. Setting up the project Management team
Duration: M1-M36
- D1.2. Partnership Agreement



Duration: M1-M6

D1.3 Report of external expert for quality assurance

Duration: M1-M36

WP1 is a horizontal work package, and it is implemented during entire duration of the project. WP1 integrates tasks aimed at timely and efficient implementation of the project activities. In general, the project was implemented according to the project plan and majority of the deliverables are produced according to the schedule.

The tasks inside this WP were implemented exemplary: the efficient coordination and management framework was established, the financial infrastructure operated properly providing funding for the partners in accordance with the Partnership Agreement.

The developments on national level with recognition of the Erasmus program influenced the entire project and the project management team had to work hard to finalize the project implementation. The team organized additional coordination meetings for Azerbaijani partners and for European partners, coordinated efforts of the partner institutions to achieve the project goals.

In face-to-face meetings as well as in the survey the respondents stress professionalism and efficiency of the project management team.

Following comments illustrate this statement in the best way:

“The project is managed in a very efficient way.”

“The project Coordinator organizes regular meetings and listens to the partners”

“The Coordinator always make good travel arrangements and organizes very good program of the visits”

“Regular meetings of the quality board and feedback to the team”

With completion of this report WP1 is successfully finished with the tasks completed and the deliverables produced.

During the interviews as well as from the survey, it is clear that fact-finding analysis is highly valued by the team members. They stress, that it was a great opportunity to have a detailed view on the current situation in their country as well compare with the current state in another partner country.

One of the survey responses says following on the question “What was the most valuable for your institution”: “Collecting information for the analysis of the situation of the policy and programs for teacher training in Azerbaijan and drafting the report based on the results of the analysis.”

The respondents also stress that Lump Sum II framework enabled smooth and efficient purchase of the equipment. The partner universities could easily purchase the equipment they consider necessary.

3.3. Work package 2

WP2: To boost the entrepreneurship capacity of universities (Development)



T2.1 Establishment, restructure and modernization of Entrepreneurship and Innovation centers.

T2.2 Installation of equipment.

T2.3 Establishment of working group

T2.4 Preparation of Benchmark methodology and questionnaire.

T2.5 Benchmark visits to EU universities

T2.6 Preparation of Benchmark report

T2.7 Organizing national conference in order to disseminate the results of benchmark report

Deliverables:

D2.1. Report on launching of the center and installation of the equipment.

D2.2. National Benchmark report

D2.3. Organizing national conference in order to disseminate the results of benchmark report

Planned duration: M1-M6, actual duration: M1-M13

WP2 is finished with all the tasks being completed and the deliverables produced.

Initially, the project has an ambition to complete this WP during first 6 months of the project. Due to several factors, implementation of this WP took much more time to complete and produce all deliverables. At the same time the respondents of the survey stress usefulness of benchmarking and study visits to the EU universities. More than 80% of the respondents positively evaluate the national conference as the possibility to reach out to stakeholders in the country and share the project results on national level. During the face-to-face meetings the respondents also stress that activities of this WP helped to get better understanding of how the innovation and entrepreneurship environment operates in other countries and how to proceed with the project implementation. It also has an impact on team building and establishing direct links between Azerbaijani and EU universities.

3.4. Work package 3

WP3: To Increase the entrepreneurial ecosystem at national level

T3.1 Reformation and modernization of the activities of the Education committee of Azerbaijan Entrepreneurs Confederation (AEC).

T3.2 Open inter-institutional innovation and entrepreneurship strategy plan

T3.3 Preparation of 3-year action plan for better controlling the activities of universities and their reporting.

T3.4 Preparation of the awarding regulation for entrepreneurial activities of the universities (The award will be given to the entrepreneur student of the year, entrepreneur staff of the year, entrepreneur university of the year)



T3.5 2-days workshop to discuss and prepare the award regulation

T3.6 Organization of the first award ceremony of universities.

Deliverables:

D3.1. Reformation and modernization of the activities of the Education committee of Azerbaijan Entrepreneurs Confederation (AEC)

D3.2. Preparation of open inter-institutional innovation and entrepreneurship strategy plan

D3.3. Setting up the national entrepreneurial award of Higher Education Institutions

D3.4. Organization of the first award ceremony of universities.

Planned duration: M6-M25, actual duration - incomplete

WP3 contains the set of tasks and deliverables which are aimed at making impact on the national level and contribute to sustainability of the project. It is important to mention that the project team made essential progress within the project and successfully implemented majority of the project tasks. Unfortunately, implementation of this WP was disrupted by the problems with the recognition of the Erasmus program on national level. The deliverables D3.1. and D3.2. were successfully produced and very much appreciated in the country.

Both participants in the survey and the face-to-face interviews stress that development of the inter-institutional innovation and entrepreneurship strategy is a complicated process and it required inputs from various stakeholders and balancing their demands.

Following responses illustrate the situation in a very good way:

“Definition and characterization of "Innovation and entrepreneurship ecosystem" was more complex than expected.”

“Key challenges included aligning diverse stakeholder perspectives and ensuring coherence with national education standards and policies.”

Unfortunately, the project team was unable to implement final tasks of this WP and produce the deliverable D3.4 – the award ceremony for the universities in Azerbaijan, even though they did a very good job with the preparation of the award framework. However universities took the action to prepare the report based on the entrepreneurial universities criteria and indicators. 11 reports produced, it was the first time ever for the universities prepares such specific report.

3.5. Work package 4

WP4: To Enhance sustainable entrepreneurial ecosystem at institutional level

T4.1 Revision of Strategic plan of universities in terms on integration of entrepreneurship in strategic plan.

T4.2 Training of local Lecturers who will teach entrepreneurship subject.



T4.3 Designing new entrepreneurship subject as an elective course for all programs regardless the profile of the universities.

T4.4 2 days workshop for Entrepreneurship subject.

T4.5 Review of the new syllabus.

T4.6 Organizing block courses for students

T4.7 Preparation of Training package for universities in Entrepreneurship

T4.8 Training of universities

T4.9 ToT trainings for 8 experts and their certification

T4.10 Organizing trainings on empowerment of woman entrepreneurs

Deliverables:

D4.1. Integration of entrepreneurship in governance and management

D4.2. Integrating entrepreneurship in curriculum

D4.3. Preparation of training packages and training of universities

D4.4. Delivering trainings entrepreneurial capacity building

D4.5. Empowering woman entrepreneurs

Planned duration: M6-34, actual duration: M6-36

WP4 is dedicated to integration of innovation and entrepreneurship on institutional level. As the project involves 11 universities from Azerbaijan, successful implementation of this WP is essential to long-term impact of the project. Having analyzed the provided materials and the results from the survey and face-to-face meetings, it is possible to say that all partner universities actively participated in the implementation of the tasks of the WP4. As a result of intensive work and active involvement of the teams from the Azerbaijan universities during 2023 and 2024, the tasks could be implemented in full scale regardless to the difficulties during 2025 and 2026. Essentially, innovation and entrepreneurship became a part of regular university operations, and the teams could continue with their work regardless to the difficulties with recognition of the Erasmus programme in the country.

During the face-to-face meetings, the respondents highlighted the experience of the EU partners, importance of the training sessions in the EU countries and contributions from the academic staff from the partner universities in EU.

The WP4 is successfully implemented with all tasks completed and deliverables produced.

3.6. Work package 5

WP5 - Dissemination and Exploitation

Tasks

T5.1 Design of Webpage.

T5.2 Info days.

T5.3 Dissemination conference.

T5.4 Communication activities.



T5.5 Surveys on target group

T5.6 Publishing project materials

Deliverables

D5.1. Website of the project

D5.2. Promotional video materials

D5.3. Organizing info sessions

D5.4. Project material

D5.5. Dissemination plan/roadmap

Duration M1-M36

The WP5 is a horizontal work package and it is implemented during entire duration of the project.

The project has the website and social network presence. Respondents in the survey as well as in the face-to-face interviews mention the dissemination activities are very important for the success of the project. The project website is up-to-date and operational. At the same time, during the project implementation it was recommended to make it more dynamic with more publications on communication activities which take place in the partner universities.

3.7. Conclusions

On the basis of the information collected during the evaluation exercise, it is possible to conclude that the project ENGAGE is implemented according to the plan and majority of the tasks are successfully completed. Majority of the deliverables are produced and uploaded to FTOP. Quality and the content of the produced deliverables lay good ground for the project long-term sustainability and impact on the national level.

Due to difficulties with the recognition of the Erasmus program in Azerbaijan, the project team could not implement to full extent the WP3 and produce the deliverable D3.5. “Organization of the first award ceremony of universities”.

The benchmarking activities have been carried out and the report is produced. The benchmarking itself as well as the report produced are highly valued by the team members and helped better understanding of the present situation in Azerbaijan.

The capacity building activities carried out in the framework of the WP2 and WP3 and hosted by the EU partner institutions made important contribution to the project. The team members from Azerbaijan stress relevance of the content provided by the EU partner institutions. During face-to-face interviews as well as in the online survey, the team members stress strong commitment of the EU partners to the project. During the preparation phase for the capacity building sessions, EU teams worked very closely with the teams from Azerbaijan in order to develop the content and prepare relevant materials to cover the project topics.

It is also important to mention that smooth and efficient progress of the project became the result of the early involvement of the project teams in the development of the application. In the face-to-face meetings as well as in the online survey colleagues from Azerbaijan mentioned that they carried out the initial needs analysis, studies of the best practices in the partner countries which helped to develop the project application that reflect real needs of the higher



education in Azerbaijan. (Whole 61,3% of the respondents of the online survey confirm their involvement in the development of the application.)

All interviewed team members stress professionalism of the project management team, in particular Mr. Eshgin Bayramov and Dr. Gulshan Bayramova. The project management team aims on smooth implementation of the project at the same time putting high demands to the contributions from the team members. Due to their pragmatism, orientation on the results and understanding of the framework established by the Grant Agreement, the project teams could concentrate on actual work towards reaching the project goals.

The members of the project team who have experience from the previous EU-funded programs are very positive to the Lump Sum II framework and stress that it's application in the current program helped to take away the administrative burden and provided opportunities to concentrate on the project content instead of the administration.

Recommendations

The project has finished and majority of the tasks are completed and deliverables are produced. On the basis of the outcomes of the meetings with the team members, study of the produced deliverables as well as the results of the online survey, following recommendations can be given to ensure long-term impact and sustainability of the project results:

- Ensure stability and dynamics of the core project team, efficient use of the competences and capacities developed during the project;
- The project has produced the essential practices on integration of innovation and entrepreneurship at various levels of universities. These practices shall be widely shared in the country providing valuable experience both for management and the academics.
- The interviewed team members stress the necessity of broad capacity building among the university staff on establishing innovation and entrepreneurship ecosystem. The project team shall consider organizing dedicated capacity building activities for academic staff and university management using the materials and trainings provided the EU partners
- The project team shall consider carrying out dedicated activities in order to reach the stakeholders in Azerbaijan and involve them to become a part of the innovation ecosystem. Broad involvement of both academic and non-academic stakeholders outside the project consortium will enable broad adoption the concepts, strategies and tools developed by the project
- It is recommended that the project team intensify their activities that continue the framework established by the WP5 Dissemination and Impact in order to increase visibility of the deliverables on the national level. This work can include dedicated sessions in framework of events organized by other ongoing Erasmus+ projects, production of the digital promotional materials downloadable from the website of the project and from the websites of the partner universities.



Appendix 1: List of questions for the online questionnaire

External Evaluation Questionnaire: ENGAGE Project

Introduction

Thank you for participating in this evaluation of the project “Enhancing sustainable entrepreneurial ecosystem in higher education of Azerbaijan – ENGAGE” (101083269). This questionnaire aims to collect your reflections on the project implementation, achievements, challenges, and sustainability. Your insights will be valuable for the final evaluation and future recommendations.

Background Information

1. Please state your name, institution, and role in the ENGAGE project.
2. How long have you been involved in the project? Have you been involved in development of the application?
3. What are your main responsibilities in the project?

Project Relevance and Design

4. How relevant is the project goal of implementing entrepreneurial ecosystem in Azerbaijan, facilitating shift to integration of innovation and entrepreneurship into university operations and curricula, introducing the innovation and entrepreneurship award for the universities?
5. Were the project objectives clearly defined and achievable?
6. Are the project objectives relevant for the partner country?

Implementation Process

7. How would you describe the effectiveness of project management and coordination (WP1)?
8. What capacity development activities (WP2) were most valuable for your institution? Which could have been improved? How would you evaluate the process of the purchase of equipment?
9. How was your participation in the development of the benchmark report (WP2)? Is this report currently relevant? How valuable was the capacity building training sessions (WP2)?
10. What challenges did you face during the development of the Open inter-institutional innovation and entrepreneurship strategy plan (WP3)?
11. How was your involvement in the preparation of the award ceremony?
12. What is the impact of the implementation of the WP4 on curricula? How effective was the contribution of EU partner institutions on the development of the content and training of the trainers? (WP4)?
13. How efficient is communication and dissemination (WP5)? Have you managed to reach out to the stakeholders outside the project consortium?

Project Achievements

14. To what extent has the project achieved its general objective?
15. Which specific objective(s) do you feel were most successfully achieved?
16. Which deliverables or outputs do you consider most valuable for your institution?



17. What unexpected outcomes (positive or negative) emerged during the project implementation?

Interuniversity Collaboration

18. How would you assess the collaboration between the institutions in the project?

19. How would you evaluate cooperation between academic and non-academic partners? How valuable was exchange of experiences?

20. What benefits did your institution gain from the partnership with EU institutions?

Technical Implementation

21. How adequate was the equipment provided through the project for your institution's needs?

22. What technical challenges did you face in selecting and deploying the equipment?

23. How would you evaluate relevance of the purchased equipment on the current phase of the project?

Innovation and entrepreneurship ecosystem Aspects

24. What specific features related to innovation and entrepreneurship ecosystem were implemented in the developed curriculum and strategies?

25. How would you define "innovation and entrepreneurship ecosystem" in the context of this project?

Quality Assurance

26. How effective were the quality control and monitoring mechanisms (WP1) implemented in the project?

27. What internal policies on quality assurance of the new programs have been implemented at your institution?

28. How has been the feedback from stakeholders outside the project consortium?

Dissemination and Impact

29. How has your institution communicated the project and disseminated the project results (WP5)?

30. How the project impacted: a. Competences of the teachers c. Quality of education d. Integration of innovation and entrepreneurship in the curricula

31. Has interest been shown by other HEIs (outside the consortium) in following the approaches developed within the project?

Sustainability

32. What measures has your institution taken to ensure the sustainability of the project results beyond the project lifetime?

33. What activities were implemented to ensure wide adoption of the project developments on national level?

34. What further development/update is anticipated?

Challenges and Lessons Learned

35. What were the main challenges you faced during project implementation and how did you address them?

36. What were the key lessons learned from implementing this project?

Recommendations

37. What recommendations would you make for improving: a. Competence development of the staff b. Integration of innovation and entrepreneurship in the new



courses/programs c. Interuniversity collaboration d. Project management and coordination

38. What advice would you give to other institutions planning to implement similar projects?

Final Reflections

39. What are you most proud of regarding your institution's contribution to the project?

40. How has participation in this project changed your perspective on establishing the innovation and entrepreneurship ecosystem at a university?

41. Is there anything else you would like to share about your experience with the ENGAGE project?