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# WITH

## D5.1. EVALUATION AND QUALITY ASSURANCE PLAN

<b>Project title</b>	WITH: Boosting Women Entrepreneurship Education In Tourism and Hospitality in Sub-Saharan Africa
<b>Work Package</b>	Evaluation & Quality Assurance
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<b>Author(s)</b>	INCOMA
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## 1. INTRODUCTION

WITH Project is the result of an agreement between the European Education and Culture Executive Agency (EACEA), under the powers delegated by the European Commission.

In Sub-Saharan Africa, young women are underrepresented in VET, have higher unemployment and NEET rates and experience additional barriers to enter in the labour market. Women often lack socio-emotional skills to succeed as entrepreneurs. Moreover, their businesses tend to perform worse, and they are less engaged in tourism and hospitality, which is considered a forward-looking economic sector.

WITH aims at reinforcing the personal and social competences and the entrepreneurial mindset of young women, thus contributing to skill a new generation of climate and sustainability conscious women intrapreneurs, entrepreneurs and business owners operating in sustainable tourism and hospitality in Sub-Saharan Africa countries.

The WITH Consortium brings together seven multidisciplinary institutions from Spain (Chamber of Commerce of Seville and INCOMA), Italy (CESIE), South Africa (Africa Women Innovation and Entrepreneurship Forum- AWIEF), Nigeria (The Lagos Chamber of Commerce and Industry), Uganda (GIFT Women Link Foundation) and Malawi (EQUIP Consulting Group)

## 2. THE WITH EVALUATION AND QUALITY ASSURANCE STRATEGY

Within the framework of WP1, the main purpose of the WITH Evaluation and Quality Assurance Strategy is to:

- Determine whether actions are being timely implemented and are effective (Quality Assurance dimension);
- Measure ongoing activities and assess project performance against plans (Monitoring dimension);
- Identify and take corrective action to address deviations and risks (Control dimension).

INCOMA, as Evaluation & Quality Assurance leading organization, will be responsible for carrying out the quality control strategy, guaranteeing the correct fulfilment of WITH tasks and establishing procedures to face delays in the development of the activities. Nevertheless, all remaining partners

will be involved in WITH activities and will provide appropriate support to INCOMA.

This document will define the project milestones, as well as activity indicators, deliverables, communications and coordination policies, procedures and reports that will be presented.

The partnership of WITH will evaluate the quality via:

- **Impact:** measuring the overall effect of the project to the target group using quantitative and qualitative data.
- **Sustainability:** assessing whether all activities, products and deliverables developed follow the sustainability goals of the partnership.
- **Relevance:** measuring whether the activities within WITH meet the needs identified by the target groups.
- **Efficiency and effectiveness:** assessing the way in which the partnership achieves its project results.

This document is dynamic, it will be updated throughout the project lifecycle according to the WITH needs. This plan is set in the streamline of, and in compliance with, the project grant agreement and the administrative and financial guidelines for AMIF projects.

WITH Evaluation and Quality Assurance activities ensure global intervention and identify and correct any critical situations that may arise during WITH implementation, therefore, will be based on the PDCA cycle, for control and continuous improvements of procedures, results, activities and process.

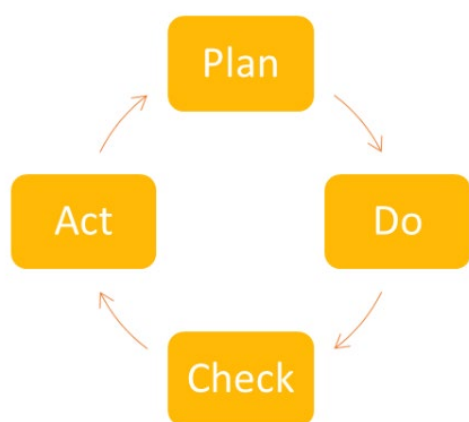


Figure 1. PDCA Cycle

The PDCA Cycle consists of four phases:

- **Plan** – Establish objectives and processes required to deliver the desired results.
- **Do** – Carry out the objectives from the previous step.
- **Check** – Evaluate the data and results from the “Do” phase.
- **Act or Adjust** – Improve based on the “Check” phase and identify the lessons for the next cycle.

Therefore, the main Evaluation and Quality Assurance activities that will be organised within the framework of WITH are:

- Monitoring the compliance of the action with the established timetable.
- Collecting feedback through surveys and questionnaires to users and beneficiaries to assess impact and analyse their comments.
- Collecting feedback from Consortium members in what concerns process quality.
- Comparing project performance against quantitative indicators.
- Monitoring and managing risk.

Evidence will be gathered under two annual Evaluation and Quality Assurance Reports:

- The first annual report, due in M13, January 2024, will describe the results from Evaluation and Quality Assurance activities implemented during the first half of the implementation of the WITH project. The relevance of WITH will be assessed by beneficiaries and users of the activities or events that have been implemented during the first year of WITH.
- Evaluation and Quality Assurance Final Report, month 24, will focus on activities implemented during second half of project implementation as well as impact assessment, and will be released at the end of the implementation period.

Deliverable	Name	Period
D1.5	Evaluation and Quality Assurance first year report.	Period: from M1 to M12. Delivered on M14. 20 pages' annual reports describing activities and risks.
D1.5	Evaluation and Quality Assurance second year report.	Period: from M13 to M24. Delivered on 25. 20 pages' annual reports describing activities and risks.

Table 1: Deliverable and Period Reports

The present document corresponds to the WITH Evaluation and Quality Assurance Plan (D1.4), and, in this sense, will provide an overview of topics such as:

- Templates according to the task or deliverable to assess.
- Allocation of responsibilities among Consortium members.



- Peer review checklist.
- Risk analysis.
- Assessment, management and mitigating strategies.

In order to facilitate the interpretation of the different roles, INCOMA generated a Responsibility Assignment Matrix, as the following one as example:

Partner	Roles				
	Leads	Co-leads	Contribute	Implements	Peer review
CCSEV					
INCOMA					
CSIE					
AWIEF					
EQUIP					
GIFT Women Foundation					

Table 2: Responsibility Assignment Matrix

The different roles should be interpreted as follows:

- Leads: Institution or team responsible for the overall coordination of the activity. Monitors and answers for the correct and thorough completion of the work.
- Co-leads: Institution or team that supports the coordination and monitors the accomplishment of the activity (if any/where applicable).
- Contributes: Institution or team that is consulted and provides feedback to specific aspects related to the accomplishment of the activity.
- Implements: Institution or team that works in the development of the activity and actively contributes to accomplish the expected results.
- Peer reviews: Team or person that proofreads the deliverable before it is released.

WITH Evaluation and Quality Assurance activities will be coordinated by INCOMA but supporting and receiving contributions from all Consortium members.

### 3. INTERNAL EVALUATION

Internal evaluation refers to the measures and actions put forward by Consortium members and will include:

- The collection of feedback from Consortium members participating in the partner's meetings.
- The collection of feedback on project implementation and management and Consortium relationship (mid-term and final evaluation).

After each project meeting, partners will be invited to complete an online survey about their satisfaction, the accomplishment of the project objectives, etc. Once all the answers are gathered, INCOMA will prepare a report with the main conclusions.

At the end of the project, INCOMA will prepare a final evaluation report based on feedback collected from Consortium members. Documents supporting the completion of activities:

- For onsite activities (training activities, seminars, etc.) – agenda, attendance list, copy of certificates awarded to participants, satisfaction surveys, as well as materials produced.
- For meetings – minutes, agenda, attendance list, copy of certificates awarded and satisfaction survey.

Regarding the monitoring and evaluation of results, a responsible partner and a partner jointly responsible will be designated for each outcome.

The assessment of the project performance and achievement of interim results will be made during each partner's meeting and when required, through Google Meet or other online meetings to quickly find a solution regarding any problem that should arise.

### 4. PROJECT OVERVIEW

WITH is made up of an international partnership with the aim at reinforcing the personal and social competences and the entrepreneurial mindset of young women, thus contributing to skill a new generation of climate and sustainability conscious women intrapreneurs, entrepreneurs and business owners operating in sustainable tourism and hospitality in Sub-Saharan African countries.

In that sense, WITH will pursue the following specific objectives:

- Empower young women on the soft skills and personal and social competences to succeed as intrapreneurs, entrepreneurs and business owners in the tourism and hospitality industry.
- Support trainers and educators in updating their knowledge and practices aligned with labour market needs and international practices, and in acquiring new pedagogical methods to deliver experiential learning opportunities.
- Introduce, promote and raise awareness on the concept of sustainable tourism and hospitality, thus helping to skill future professionals, intrapreneurs, entrepreneurs and business owners to be agents for sustainable development.
- Boost the definition of demand-oriented and competence-based pathways and increase experiential learning opportunities through reinforced links between public and private institutions active in VET and in the labour market.

Therefore, WITH will be based on three pillars: Gender, focus on women; Thematic, tourism and hospitality and Relevance, collaboration between institutions active in VET and in the labour market.

#### 4.1. Project activities and inputs

To tackle those objectives, WITH will be implemented through 6 Work Packages (WPs) that offer a combination of:

- Transversal initiatives (WP1, WP5 and WP6), aimed at ensuring the successful management, WP1 and high-quality of the action WP5, and the rollout of dissemination activities and the implementation of measures to promote the long-term use of results: WP6.
- Technical activities (WP2, WP3, WP4, that were designed following a chronological perspective since they build on each other and are complementary: the design of the WITH Training Pathway, WP2, will provide the framework for the Capacity-Building Programme for Training WP3. Moreover, the empowerment of trainers and educations is an important pre-requisite for the prototyping of the WITH Training Pathway, which will occur in WP4.

## 5. DELIVERABLES QUALITY CRITERIA

Expected deliverables for each activity are fully detailed in each WP of the project description and in the Project Management Plan, as approved by the AMIF Fund and all partners. Acceptance of



deliverables is subject to compliance with the indicators agreed by the partnership during project meetings and validation by the Steering Committee.

- Evaluation will be based on a continuous and 360° approach, driven by key indicator defined:
- Per each project stage (ongoing, final, short-term and long-term impact)
- Per each target group (women migrant, NGO’s, Volunteering organization and institutes and business support institution and stakeholders group involved by country and field of interest/expertise).
- Per arch result typology.

In order to ensure the effective progress towards the project’s goals and assess its final success, since the very beginning of the activities, the partners agreed on the definition of some indicators to measure performance and assess the activities to be carried out. Some qualitative and quantitative achievement indicators have been outlined to support project management, control and evaluation processes, as follows:

### 5.1. Key Performance Indicators

To assess whether and to what extent the project has reached its main aim and results, Consortium members will adopt the following Key Performance Indicators:

Work Package	Key Performance
WP2	<ul style="list-style-type: none"> <li>• 13 participants to the WITH Knowledge-Sharing Workshop.</li> <li>• ≥70% positive assessment of the WITH Knowledge-Sharing Workshop.</li> <li>• 4 out of 5 in the satisfaction rate of beneficiaries of the WITH Knowledge-Sharing Workshop.</li> <li>• ≥20 stakeholders, entrepreneurs and women consulted during the definition of the WITH Competence Framework</li> <li>• ≥70% positive perception of project relevance.</li> </ul>
	<ul style="list-style-type: none"> <li>• ≥5 attendees to the Train the Trainers Online Preparatory Workshop.</li> </ul>



<p>WP3</p>	<ul style="list-style-type: none"> <li>• 4 out of 5 satisfaction rates of beneficiaries of the Train the Trainers Online Preparatory Workshop.</li> <li>• ≥15 beneficiaries of the WITH Knowledge Bootcamp.</li> <li>• ≥70% positive assessment of the WITH Knowledge Bootcamp</li> <li>• 4 out of 5 satisfaction rates of beneficiaries of the WITH Knowledge Bootcamp.</li> </ul>
<p>WP4</p>	<ul style="list-style-type: none"> <li>• 4 Local Pilots.</li> <li>• ≥50 young women participating in WITH Local Pilots.</li> <li>• ≥70% young women that report an increase in their skills and self-confidence.</li> <li>• ≥70% positive assessment of the WITH Knowledge Bootcamp</li> <li>• 4 out of 5 satisfaction rates of beneficiaries of the WITH Local Pilots.</li> </ul>
<p>WP6</p>	<ul style="list-style-type: none"> <li>• ≥300 visitors to the project website.</li> <li>• ≥250 followers on project social media accounts.</li> <li>• Number of interactions on social media.</li> <li>• Number of times project accounts are tagged.</li> <li>• 2 newsletters.</li> <li>• ≥200 stakeholders that receive the newsletter.</li> <li>• ≥50 times newsletters are downloaded from the project website.</li> <li>• 3 WITH Information Sessions.</li> <li>• ≥100 attendees in total to WITH Information Sessions.</li> <li>• 4 out of 5 positive feedbacks from attendees to WITH Information Sessions.</li> <li>• ≥25 times final publication is downloaded from the project website.</li> <li>• ≥70 attendees to WITH Final Conference.</li> <li>• 4 out of 5 positive feedbacks from attendees to WITH Final Conference.</li> </ul>



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Table 3: Key Performance Indicators

WORK PACKAGE 1 - MANAGEMENT AND COORDINATION OF THE ACTION				
Nº	DELIVERABLE	LEADER	DUE DATE	VERIFICATION
D1.1	Project Management Plan	CCSEV	M1	<ul style="list-style-type: none"> <li>Project Management Plan.</li> <li>20 pages.</li> <li>English</li> </ul>

Table 4: Work Package 1 distribution

WORK PACKAGE 2 - WITH TRAINING PATHWAY DESIGN				
Nº	DELIVERABLE	LEADER	DUE DATE	VERIFICATION
D2.1	WITH Pathway Guidelines	CCSEV	M7	<ul style="list-style-type: none"> <li>10 Pages</li> <li>English</li> </ul>
D2.2	WITH Training Toolkit	CCSEV	M10	<ul style="list-style-type: none"> <li>20 pages</li> <li>English</li> </ul>
D2.3	WITH Knowledge Virtual Center	INCOMA	M10	<ul style="list-style-type: none"> <li>Website</li> <li>English</li> </ul>

Table 5: Work Package 2 distribution

WORK PACKAGE 3 - WITH CAPACITY BUILDING PROGRAMME FOR TRAINERS				
Nº	DELIVERABLE	LEADER	DUE DATE	VERIFICATION
D3.1	WITH Capacity-Building Programme Structure	CESIE	M11	<ul style="list-style-type: none"> <li>5 Pages</li> <li>English</li> </ul>
D3.2	WITH Handbook for Trainers	CESIE	M13	<ul style="list-style-type: none"> <li>20 pages</li> </ul>



				<ul style="list-style-type: none"> <li>English</li> </ul>
D3.3	WITH Capacity-Building Implementation Report	CESIE	M16	<ul style="list-style-type: none"> <li>10 pages</li> <li>English</li> </ul>

Table 6: Work Package 3 distribution

WORK PACKAGE 4 - WITH KNOWLEDGE NETWORKS				
Nº	DELIVERABLE	LEADER	DUE DATE	VERIFICATION
D4.1	WITH Prototyping Report	LCCI	M23	<ul style="list-style-type: none"> <li>10 Pages</li> <li>English</li> </ul>

Table 7: Work Package 4 distribution

WORK PACKAGE 5 - EVALUATION & QUALITY ASSURANCE				
Nº	DELIVERABLE	LEADER	DUE DATE	VERIFICATION
D5.1	Evaluation & Quality Assurance Plan	INCOMA	M2	<ul style="list-style-type: none"> <li>10 Pages</li> <li>English</li> </ul>
D5.2	Evaluation & Quality Assurance Annual Report	INCOMA	M13 & M14	<ul style="list-style-type: none"> <li>20 pages per report</li> <li>English</li> </ul>

Table 8: Work Package 5 distribution

WORK PACKAGE 6 - DISSEMINATION, EXPLOITATION & SUSTAINABILITY				
Nº	DELIVERABLE	LEADER	DUE DATE	VERIFICATION
D6.1	Dissemination Plan	AWIEF	M2	<ul style="list-style-type: none"> <li>15 Pages</li> <li>English</li> </ul>



D6.2	Dissemination Annual Reports	AWIEF	M13 and M24	<ul style="list-style-type: none"> <li>20 per report</li> </ul>
D6.3	Website	INCOMA	M5 set-up	<ul style="list-style-type: none"> <li>Website English</li> </ul>
D6.4	Social Media	AMIEF	M5 set-up	<ul style="list-style-type: none"> <li>Facebook and LinkedIn English</li> </ul>
D6.5	Electronic newsletter	AWIEF	M10 and M22	<ul style="list-style-type: none"> <li>2 newsletter English</li> </ul>
D6.5	Sustainability Plan	AWIEF	M21	<ul style="list-style-type: none"> <li>10 pages English</li> </ul>
D6.7	WITH Final Electronic Publication	AWIEF	M24	<ul style="list-style-type: none"> <li>20 pages English</li> </ul>

Table 9: Work Package 6 distribution

## 6. RISK MANAGEMENT PROCESS

Risk analysis will be carried out throughout the project lifetime as a part of the Monitoring & Evaluation (M&E) strategy, supporting Project Management. Together with CCSEV, INCOMA (leader of M&E activities) will implement a set of measures aimed at ensuring the prevention, early detection and management of risks endangering project action and impact. Planned monitoring intervention actions will focus not only on assessing the quality and relevance of, but also on controlling project results and processes.

Nº	DESCRIPTION	PROPOSED RISK MITIGATION MEASURES
1	Conflicts among partners Likelihood: low	<p><b>Preventive:</b> Pre-understanding of partners' roles and expected contributions. Previous collaborations and experience in EU funds.</p> <p><b>Corrective:</b> The Applicant (together with WP leaders) will seek a democratic solution. PMC will meet and solutions will be voted by simple majority</p>
2	Improper budget use Likelihood: Low	<p><b>Preventive:</b> Appointment of a financial and administrative coordinator to oversee all financial aspects and definition of a</p>



		<p>financial management distribution list. Reports every 6 months, including the monitoring and collection of the cost advancement.</p> <p><b>Corrective:</b> reduce ineligible/excessive expenditure. In case of expenditure lower than planned, re-allocation of unspent budget among other partners.</p>
3	<p>Difficulties in scheduling Consortium meetings Likelihood: Medium</p>	<p>Meetings foreseen will be defined at the kick-off meeting, based on the timetable.</p>
4	<p>Inability to travel to attend (international) in person meetings and events Likelihood: High on the short-term due to COVID-19</p>	<p><b>Preventive:</b> Daily project activities are supported by digital technologies and online tools (e-mail, videoconferencing, collaborative platforms).</p> <p><b>Corrective:</b> In person meetings and activities will be reconfigured to take place online and events streamed online.</p>
5	<p>Data integrity and contingency of operation Likelihood: Medium</p>	<p><b>Preventive:</b> Project work will be stored on reputed third-party external servers providing online access for each partner.</p> <p><b>Corrective:</b> In case of operational breakdown, the affected partner will contact the Applicant to restore information.</p>
6	<p>Delays in implementing project activities Likelihood: Medium</p>	<p><b>Preventive:</b> Timetable was calculated based on realistic estimates. Online collaborative platforms enable the compliance with objectives.</p> <p><b>Corrective:</b> Support will be offered to partners that experience challenges with such platforms.</p>
7	<p>Lack of interest from stakeholders and/or low number of beneficiaries Likelihood: Low</p>	<p><b>Preventive:</b> Extensive dissemination actions are planned and will be implemented from the beginning of the project. Several Associated Partners already signed letters of support. Partners will prepare a stakeholder matrix (contact list). Dissemination actions will be regular and continuous and will focus on reaching out to beneficiaries in their contexts and settings.</p>



		<p><b>Corrective:</b> Calls for participants and opportunities will be advertised through civil society organisations and commonly used creative spaces/hubs. The Applicant will schedule an urgent meeting gathering the PMC, to decide on further actions and where decisions will be taken by a simple majority.</p>
8	<p>Low quality of deliverables Likelihood: Low</p>	<p><b>Preventive:</b> Partners have extensive expertise in project topic. A comprehensive Evaluation &amp; Quality Assurance will be implemented (including a validation process before deliverables are released).</p> <p><b>Corrective:</b> The Applicant will schedule an urgent meeting gathering the PMC, to decide on further actions and where decisions will be taken by a simple majority.</p>
9	<p>Specific barriers to the participation of women with a migrant background and/or belonging to ethnic minorities. Likelihood: Medium</p>	<p><b>Preventive:</b> Clearly communicate the nature of their participation and the overall goals. Intervene through/with the mediation of local NGOs and associations.</p> <p><b>Corrective:</b> Establish communication with family members and, if necessary, try to engage them in the activity. Engage representatives from local NGOs and associations in focus groups. Offer dedicated activities to overcome their involvement.</p>
10	<p>Barriers to the participation of young women. Likelihood: Medium</p>	<p><b>Preventive:</b> Clearly communicate the nature of their participation and the overall goals and benefits of the activity to tutors or parents. Offer regular follow-up and reporting. Organise preliminary information sessions.</p> <p><b>Corrective:</b> Establish communication with family members and, if necessary, try to engage them in the activity</p>

Table 10: Risk Management Measures