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FIRST QUALITY REPORT **First draft December 2020**

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1 AIM OF THE FIRST QUALITY REPORT AND PROJECT ABSTRACT

This report evaluates the performance of the MOTIVE project in its first year. The role of the external expert is to assess, systematically and objectively, the project framework and design, project management, and project performance. Aspects relating to the Project budget will be evaluated by an external auditor and are outside the scope of the Project quality reports. Owing to the global situation of the Covid-19 pandemic, the Project was suspended for three months in its first year (April, May and June 2020), which is why this report covers months 1-9. The evaluation of the first year of the project provides practical and constructive information about how the project has been implemented so far. On the basis of the evaluation, forward-looking recommendations for years 2 and 3 will be provided in order to strengthen the sustainability of the project.

1.1 Aim of the MOTIVE Project first quality report

The aim of this report is to assess the performance of the Project against the activities set out in the planned timeframe. The project is evaluated using a Logical Framework Matrix (LFM) approach. The LFM is a tool that assists project planning, monitoring and evaluation based on a theory of change management approach that emphasises the links between Project activity targets and Project results through a ‘development pathway’. At the evaluation stage, the LFM provides a visual aid to what has been implemented and how to enable the evaluation of project performance.

In summary, in its first year, the planned Project results were achieved for the period evaluated in this report (months 1-9), despite the fact that MOTIVE Project was affected by the global situation of the Covid-19 pandemic. In particular, the number of students registered on the Portal and the creation of a stakeholder network has exceeded plans (WP.6.) and successful dissemination activities have attracted media coverage (WP.5.). Training sessions were run in the summer of 2020, including during the suspension period (WP.1) and the development of the Graduate questionnaire is well under way (WP.2.). Overall, the implementation of the planned project activities in year 1 has been on target

with the exception of the Workshop on Comparative Graduate Tracking and related materials, which has been slightly postponed. The successful implementation of the MOTIVE Project in its first year puts the Project on a strong footing to continue with the planned activities in years 2 and 3. Recommendations going forward include maintaining project momentum, developing a social media dissemination strategy, and creating evaluation tools to evaluate training sessions.

This report is organised as follows. First, the MOTIVE Project abstract is set out in Section 1. The project objectives and activities planned are set out in Section 2. Section 3 covers the project resources required to meet the aims and activities. Risks and contingency strategies are set out in Section 4. Section 5 addresses the reference guidelines governing Erasmus+ Projects. The quality assessment for the first year is discussed in Section 6. Section 7 concludes and makes recommendations. Additional materials, including the Project Gantt chart and the LFM, are set out in the Annex.

1.2 MOTIVE Project abstract

In the recent years, the Vietnamese public authorities raised the need to provide information on labour markets in combination with the actual human resources produced by the universities, as a priority for the governance of the higher education in Vietnam. In this framework, the Ministry of Education and Training of Vietnam (MOET) has started to consider setting up a tracer study of universities and colleges as a core priority for developing the higher education sector in the country. Since 2017, tertiary education institutions are asked to provide MOET with information on the employment status of their graduates, yet existing graduate tracking studies are inconsistent in contents and methodology. The MOTIVE Project, supported and inspired by MOET, aims at ensuring that the Vietnamese HE system addresses the challenge of reform policy implementation on graduates tracking by monitoring their transition towards the labour markets as well as their employment status, through the set-up of the first National Center for Graduates Tracking in Vietnam. Thanks to the set-up of the Center, the first graduate employment status survey of the Vietnamese graduates, developed using a unique methodology and tools, will be run, supported by the network of

stakeholders to be set up during the Project life cycle. Capacity building activities, namely training and workshops addressed to Vietnamese universities staff, on how to manage and use graduates' data for survey releases and on how to support the policy reform of HE system, is a key pillar of the initiative. The impact envisaged is to modernize the HE sector by promoting an informative based approach to policy reform. The sustainable tools and methodologies develop within the initiative will help to evaluate, monitor and compare the success of higher education graduates, measure the effects of policies and assess the attainment of benchmarks and goals.

The MOTIVE Project is also a capitalization process of the Erasmus+ CBHE Project “Vietnamese Opportunities for the young and graduates employability in Vietnam”, (VOYAGE), ref. 561656 (www.voyage-project.eu).

The Voyage Project started as a pilot with three Vietnamese universities:

- i) Hanoi University,
- ii) Posts and Telecommunication Institute of Technology and
- iii) National University of Art Education.

At the end of the Voyage Project (October 2018), three new universities joined the Voyage system, as a result of sustainability and dissemination actions:

- i) Hanoi University of Home Affairs,
- ii) Halong University and
- iii) Hanoi College of Tourism.

At present, the Universities that are part of the Voyage Platform to be capitalized in the Framework MOTIVE Project are also:

- i) Academy of Journalism and Communication,
- ii) Thai Nguyen University (specifically, Thai Nguyen University of Agriculture and Forestry and Thai Nguyen University of Economics and Business Administration) and
- iii) Vietnam National University of Agriculture.

All these Universities are **partners of the MOTIVE Project**.

In addition, other Higher Education Institutions have joined the initiative:

- i) Academy of Journalism and Communication,
- ii) College of Agriculture Mechanics
- iii) School of Foreign Languages and
- iv) University of Science and Technology of Hanoi.

There are **16 partners in the MOTIVE Project**. Further information about the partners' roles in the project can be found in Section 3 of the quality report. The partners are:

P.1 AGENCIA NACIONAL DE EVALUACION DE LA CALIDAD Y ACREDITACION (ANECA)

P.2 DAI HOC THAI NGUYEN - THAI NGUYEN UNIVERSITY (TNU)

P.3 FH JOANNEUM GESELLSCHAFT MBH (FH JOANNEUM, UNIVERSITY OF APPLIED SCIENCES)

P.4 HALONG UNIVERSITY (HALOU)

P.5 HANOI UNIVERSITY (HANU)

P.6 HANOI SMALL AND MEDIUM ENTERPRISES ASSOCIATION (HANOISME)

P.7 HOC VIEN BAO CHI VA TUYEN TRUYEN - ACADEMY OF JOURNALISM AND COMMUNICATION (AJC)

P.8 HOC VIEN NONG NGHIEP VIET NAM - VIETNAM NATIONAL UNIVERSITY OF AGRICULTURE (VNUA)

P.9 INTERNATIONAL CONSULTING AND MOBILITY AGENCY - SOCIEDAD DE RESPONSABILIDAD LIMITADA (INCOMA)

P.10 MINISTRY OF EDUCATION AND TRAINING (MOET)

P.11 POSTS AND TELECOMMUNICATIONS INSTITUTE OF TECHNOLOGY (PTIT)

P.12 HANOI TOURISM COLLEGE (HTC)

P.13 TRUONG DAI HOC NOI VU HA NO - HANOI UNIVERSITY OF HOME AFFAIRS (HUHA)

P.14 TRUONG DAI HOC SU PHAM NGHE THUAT TRUNG UONG - NATIONAL UNIVERSITY OF ART EDUCATION (NUAE)

P. 15 UNIVERSITAT DE BARCELONA (UB)

P.16 CONSORZIO INTERUNIVERSITARIO ALMALAUREA (ALMALAUREA)

2 PROJECT OBJECTIVES AND ACTIVITIES PLANNED

2.1 *Wider objective of MOTIVE Project*

- To ensure that Vietnamese higher education system address the challenges of reform policy implementation on graduates tracking

Indicators of Progress as by project proposal:

- ✓ *Graduates tracking tools and methodologies enhanced.*
- ✓ *Graduates tracking data standardized.*

2.2 *Specific objectives of MOTIVE Project*

- To strengthen Vietnamese capacities on graduates surveys release;
- To build-up Vietnamese capacities for exploiting graduates' data for the adoption of quality assurance measures;
- To increase cooperation between Vietnamese universities and MOET on graduates tracking;
- To reinforce the linkages between partner institutions and society on graduates tracking.

Indicators of Progress as by project proposal:

- ✓ *4 people trained per each newcomer university on 561656 platform-based functionalities; 2 people trained per each partner university on graduates tracking survey.*
- ✓ *4 people trained per each partner university on graduates' data exploitation.*
- ✓ *National Centre for Graduates Tracking created.*
- ✓ *Stakeholders network created; recommendation paper on university governance and strategic policies in HE delivered.*

2.3 *Project Work Packages and activities*

The MOTIVE project outcomes and outputs planned are represented by the following (planned under each work package from Logical Framework Matrix):

- WP1) 3 horizontal trainings addressed to newcomer university staff: IT, researchers, administrative secretariats.
- WP2) Survey questionnaire and methodological paper on graduates tracking survey.
- WP3) Report on graduates tracking survey.
- WP4) Recommendation paper on university governance and strategic policies in HE.
- WP5) Project website; brochures and promotional materials; working papers on HE, graduates studies, labour market and international cooperation; handbook on dissemination best practices.
- WP6) A unique database for the 9 partner universities; portal for the National Centre on Graduates Tracking; sustainability agreement; database of stakeholders affiliated to the Centre; guidelines for graduates tracking survey.
- WP7) Project quality plan; 3 monitoring reports; report from the external evaluator; mandatory auditing report.
- WP8) Resolutions on project development from the steering committee (minutes); partnership agreements; intermediate and final reports.

A detailed description of the deliverables within each work package is shown in Figure 1 (p. 10).

Indicators of Progress as per project proposal (Logical Framework Matrix):

- ✓ *WP1) 4 people trained per each newcomer university.*
- ✓ *WP2) 1 questionnaire shared with partners at month 14; 1 methodological paper shared with partners at month 18.*
- ✓ *WP3) at least 50% of graduates interviewed at month 23; 1 report released at month 35.*
- ✓ *WP4) 1 recommendation paper released at month 34.*

- ✓ WP5) website online at month 3, number of registered users to the intranet, number of contents published; number of promotional materials created; 9 working papers released at month 36; 1 handbook released at month 13.
- ✓ WP6) 6000 students' records from 9 universities registered at month 18, 12000 at month 36; number of contents published; signature of the agreement at month 35; 15 stakeholders involved in the network at month 31; 1 guidelines released at month 35.
- ✓ WP7) 1 PQP released at month 3, 3 monitoring reports released at months 9, 18, 27; 3 reports from external evaluator shared with partners at months 9, 18, 27; 1 mandatory auditing report released at month 35.
- ✓ WP8) 6 resolutions (minutes) shared with partners at months 1, 9, 14, 21, 26, 31; 15 PAs signed at month 7; 1 intermediate report sent to EACEA at month 18, 1 final report sent to EACEA at month 36.

Figure 1: MOTIVE Project Work Packages and deliverables (detail)

WP.1 Capacity building for graduates studies based on IT tools
1.1 Horizontal IT Training for online platform management
1.2 Horizontal research training for online platform based survey release
1.3 Horizontal administrative training for online platform dissemination
WP.2 Development of tools and methodologies for Graduate tracking in Vietnam
2.1 Workshop on comparative graduate tracking
2.2 Graduates tracking: scope and questionnaire definition
2.3 Graduates tracking: methodology definition
WP.3 Vietnamese Pilot Graduates tracking survey
3.1 Data collection
3.2 Analysis of data collected: researchers and scholars capacity building
3.3 Pilot graduate tracking report and quality assurance recommendations
WP.4 Enhancing staff capabilities to support the reform policies
4.1 Workshops on "How to use Graduates surveys' data for supporting governance reform and QA in higher education"
4.2 Conferences on "Evidence based policies for developing the higher education sector within society"
4.3 Recommendation paper on university governance and strategic policies in HE
WP.5 Dissemination
5.1 Project web site
5.2 Dissemination meetings
5.3 Dissemination products
5.4 Handbook of best practices for dissemination
WP.6 Vietnamese National Center for Graduate Tracking
6.1 Universities database creation
6.2 Portal set up
6.3 Structure definition and sustainability agreement
6.4 Stakeholders network creation
6.5 Guidelines for Graduates Tracking Survey
WP.7 Quality tools for project implementation
7.1 Project Quality Plan and Monitoring reports
7.2 External evaluation of project output
7.3 Independent Audit of the Project
WP.8 Project Management
8.1 Steering committee meetings
8.2 Definition of partnership agreements
8.3 Interim and the final reports

The activities planned in order to achieve the aforementioned objectives are the following:

WP1) Staff appointment following competences description required; definition of training contents; preparation of training materials; training delivering.

WP2) Preparation and delivering of workshop; review of 9 graduates questionnaire used; definition of a unique questionnaire and methodology for survey running; analysis of the most recent graduates dataset and administrative data archives of the nine universities; draft of methodological recommendation paper.

WP3) Gathering of graduates' data through CAWI and CATI methodology; definition of graduates tracking report structure; draft of the report.

WP4) Organization of 2 workshops and 2 conferences; identification of relevant stakeholders to be invited to the events; launch of the call for papers addressed to students to be involved in the 1st conference and appointment of the assessment commission; draft of recommendation paper.

WP5) Build-up and continuous update of project website; design and translation of promotional materials; organization of 9 dissemination events; identification of topics for the presentation by relevant stakeholders of workshops/conferences-related studies; gathering of EU best dissemination practices; draft of the handbook.

WP6) Integration of newcomer universities in the common Centre database; set-up of Centre structure and portal; definition of sustainability agreement; creation of stakeholders network; creation of working paper series.

WP7) Appointment of quality committee; draft of project quality plan; gathering of information for the draft of the monitoring reports and the conduction of the audit; contracting of external evaluator and independent auditor; sharing of evaluator's reports with partners.

WP8) Appointment of Steering Committee (SC); organization of SC meetings; sharing of SC resolutions with partners; definition of partnership agreements; draft of intermediate and final reports.

3 PROJECT RESOURCES REQUIRED

3.1 Project financial resources approved

Figure 2 shows the total budget approved for the MOTIVE Project for the three year project implementation.

Figure 2: MOTIVE Project budget (three-year implementation)

Partner n.	PARTNER ACRONYM	Staff costs	Travel costs	Costs of stay	Equipment	Subcontracting-Audit	INDICATIVE COFINANCING	GRANT
1	ANECA	€ 18.370,00	€ 26.200,00	€ 16.560,00	€ 0,00	€ 0,00	€ 6.088,00	€ 61.130,00
2	TNU	€ 10.688,00	€ 19.200,00	€ 27.720,00	€ 7.400,00	€ 3.700,00	€ 4.505,00	€ 68.708,00
3	FH JOANNEUM	€ 26.959,00	€ 25.270,00	€ 15.360,00	€ 0,00	€ 5.150,00	€ 7.278,00	€ 72.739,00
4	HALOU	€ 10.501,00	€ 19.200,00	€ 27.720,00	€ 11.100,00	€ 3.700,00	€ 4.760,00	€ 72.221,00
5	HANU	€ 12.806,00	€ 22.700,00	€ 16.680,00	€ 0,00	€ 5.700,00	€ 5.325,00	€ 57.886,00
6	HanoiSME	€ 6.156,00	€ 12.040,00	€ 6.480,00	€ 0,00	€ 0,00	€ 2.160,00	€ 24.676,00
7	AJC	€ 11.112,00	€ 18.160,00	€ 13.320,00	€ 5.850,00	€ 3.700,00	€ 4.505,00	€ 52.142,00
8	VNUA	€ 10.754,00	€ 18.160,00	€ 13.320,00	€ 9.550,00	€ 3.700,00	€ 4.505,00	€ 55.484,00
9	INCOMA	€ 17.554,00	€ 26.370,00	€ 16.560,00	€ 0,00	€ 0,00	€ 6.088,00	€ 60.484,00
10	MOET	€ 6.537,00	€ 12.040,00	€ 6.480,00	€ 0,00	€ 0,00	€ 500,00	€ 25.057,00
11	PTIT	€ 10.645,00	€ 18.140,00	€ 12.600,00	€ 0,00	€ 3.700,00	€ 4.505,00	€ 45.085,00
12	HTC	€ 10.501,00	€ 18.160,00	€ 13.320,00	€ 9.550,00	€ 3.700,00	€ 4.505,00	€ 55.231,00
13	HUHA	€ 10.501,00	€ 18.160,00	€ 13.320,00	€ 11.100,00	€ 300,00	€ 4.505,00	€ 53.381,00
14	NUAE	€ 10.645,00	€ 18.140,00	€ 12.600,00	€ 0,00	€ 3.700,00	€ 4.505,00	€ 45.085,00
15	UB	€ 18.419,00	€ 25.650,00	€ 15.360,00	€ 0,00	€ 5.150,00	€ 6.088,00	€ 64.579,00
16	ALMALAUREA	€ 76.874,00	€ 46.820,00	€ 26.400,00	€ 0,00	€ 28.000,00	€ 28.806,00	€ 178.094,00
	TOTAL	€ 269.022,00	€ 344.410,00	€ 253.800,00	€ 54.550,00	€ 70.200,00	€ 98.628,00	€ 991.982,00

3.2. Project resources used

Figure 3 shows the number of working days allocated to each project partner on different types of work package activities (preparation, development, dissemination, quality and management) by staff category. These working days refer to all three years of the project.

Figure 3: Resources used according to work packages type and working days (1 of 4)

PARTNER ACRONYM	STAFF CATEGORY	WORK PACKAGE TYPE AND NUMBER OF WORKING DAYS				
		PREPARATION	DEVELOPMENT	DISSEMINATION	QUALITY	MANAGEMENT
ALMALAUREA	MANAGER	0	4	11	8	12
	RESEARCHER/TEACHER	18	32	124	14	39
	TECHNICAL	18	24	48	4	4
	ADMINISTRATIVE	0	0	5	7	8
	TOTAL	36	60	188	33	63
FH JOANNEUM	MANAGER	0	0	2	2	9
	RESEARCHER/TEACHER	0	14	58	5	8
	TECHNICAL	0	0	4	2	3
	ADMINISTRATIVE	0	0	2	2	2
	TOTAL	0	14	66	11	22
UB	MANAGER	0	0	4	8	9
	RESEARCHER/TEACHER	0	14	59	10	8
	TECHNICAL	0	0	10	7	3
	ADMINISTRATIVE	0	0	2	2	2
	TOTAL	0	14	75	27	22
INCOMA	MANAGER	0	0	7	2	9
	RESEARCHER/TEACHER	0	14	65	5	8
	TECHNICAL	0	0	10	2	3
	ADMINISTRATIVE	0	0	2	2	2
	TOTAL	0	14	84	11	22

Resources used according to work packages type and working days continued (2 of 4)

PARTNER ACRONYM	STAFF CATEGORY	WORK PACKAGE TYPE AND NUMBER OF WORKING DAYS				
		PREPARATION	DEVELOPMENT	DISSEMINATION	QUALITY	MANAGEMENT
ANECA	MANAGER	0	0	7	2	9
	RESEARCHER/TEACHER	0	14	65	5	8
	TECHNICAL	0	0	18	2	3
	ADMINISTRATIVE	0	0	2	2	2
	TOTAL	0	14	92	11	22
HANU	MANAGER	0	0	40	3	14
	RESEARCHER/TEACHER	28	29	117	10	13
	TECHNICAL	28	27	66	8	8
	ADMINISTRATIVE	16	0	16	1	3
	TOTAL	72	56	239	22	38
PTIT	MANAGER	0	0	28	3	14
	RESEARCHER/TEACHER	24	29	90	10	13
	TECHNICAL	24	27	50	5	8
	ADMINISTRATIVE	12	0	16	1	3
	TOTAL	60	56	184	19	38
NUAE	MANAGER	0	0	28	3	14
	RESEARCHER/TEACHER	24	29	90	10	13
	TECHNICAL	24	27	50	5	8
	ADMINISTRATIVE	12	0	16	1	3
	TOTAL	60	56	184	19	38

Resources used according to work packages type and working days continued (3 of 4)

PARTNER ACRONYM	STAFF CATEGORY	WORK PACKAGE TYPE AND NUMBER OF WORKING DAYS				
		PREPARATION	DEVELOPMENT	DISSEMINATION	QUALITY	MANAGEMENT
VNUA	MANAGER	0	0	28	3	14
	RESEARCHER/TEACHER	22	29	95	10	13
	TECHNICAL	22	27	54	5	8
	ADMINISTRATIVE	10	0	16	1	3
	TOTAL	54	56	193	19	38
TNU	MANAGER	0	0	28	3	14
	RESEARCHER/TEACHER	22	29	93	10	13
	TECHNICAL	22	27	54	5	8
	ADMINISTRATIVE	10	0	16	1	3
	TOTAL	54	56	191	19	38
AJC	MANAGER	0	0	30	3	14
	RESEARCHER/TEACHER	22	29	93	10	13
	TECHNICAL	22	27	69	5	8
	ADMINISTRATIVE	10	0	16	1	3
	TOTAL	54	56	208	19	38
HUHA	MANAGER	0	0	28	3	14
	RESEARCHER/TEACHER	22	29	90	10	13
	TECHNICAL	22	27	50	5	8
	ADMINISTRATIVE	10	0	16	1	3
	TOTAL	54	56	184	19	38

Resources used according to work packages type and working days continued (4 of 4)

PARTNER ACRONYM	STAFF CATEGORY	WORK PACKAGE TYPE AND NUMBER OF WORKING DAYS				
		PREPARATION	DEVELOPMENT	DISSEMINATION	QUALITY	MANAGEMENT
HTC	MANAGER	0	0	28	3	14
	RESEARCHER/TEACHER	22	29	90	10	13
	TECHNICAL	22	27	50	5	8
	ADMINISTRATIVE	10	0	16	1	3
	TOTAL	54	56	184	19	38
HALOU	MANAGER	0	0	28	3	14
	RESEARCHER/TEACHER	22	29	90	10	13
	TECHNICAL	22	27	50	5	8
	ADMINISTRATIVE	10	0	16	1	3
	TOTAL	54	56	184	19	38
MOET	MANAGER	0	6	40	0	14
	RESEARCHER/TEACHER	0	10	46	15	13
	TECHNICAL	0	9	10	9	8
	ADMINISTRATIVE	0	0	0	6	3
	TOTAL	0	25	96	30	38
HanoiSME	MANAGER	0	6	23	0	14
	RESEARCHER/TEACHER	0	10	62	15	13
	TECHNICAL	0	9	5	9	8
	ADMINISTRATIVE	0	0	0	6	3
	TOTAL	0	25	90	30	38

3.3 Partners' role within the Project

P.1 Agencia Nacional de Evaluacion de la Calidad y Acreditacion (ANECA)

ANECA will contribute and give support in the quality assurance of the questionnaires and surveys accomplished within the Project. Particularly the support will be given on the graduate employability graduates (universities' external effectiveness) paying particular attention to Quality Assurance in order to favour enhancement at the university governance level. ANECA will also deliver the training "QA mechanisms and approaches and its governance in HE institutions" (WP.4.1.) focusing on one side on the QA mechanisms useful for the governance of the Vietnamese HE system and on the other on the training of the Vietnamese staff bearing in mind the European experiences but matching the institutional expectations of the Vietnamese higher education institutions.

ANECA will review the QA aspects of the Graduate tracking survey. It will also take part to capacity building activities of WP.2 sharing its best practices for running comparative graduate tracking. It will participate to the tune up of the scope, questionnaire and methodology definition for the carry out of the Graduates Tracking Survey in Vietnam. ANECA will take part to the political dialogue and workshop on university governance and strategic policies in HE by sharing its experience and recommendation (WP.4).

ANECA will promote project dissemination on the university webpage as well as on other available channels, sharing its best practices for the release of the Handbook of best practices for dissemination (WP.5)

- It will participate to envisaged project meeting, including dissemination and SC.; also ANECA will provide the coordinator with brief periodical on the process of activities within the organization so to release the quality report (WP.7.)
- It will actively participate to the National Centre creation (WP.6), by providing ideas and insights on the Working Paper Series, on the Centre envisaged structure and

delineating the future commitment of ANECA for guarantying the Centre sustainability beyond project life.

P.2 DAI HOC THAI NGUYEN - Thai Nguyen University (TNU)

TNU will share its experiences and practices with project consortium to achieve project milestones and will carry out project activities at the scope. TNU IT team, in conjunction with HANU IT team, will work for the integration of the university on Voyage Platform and for the share of its data in the platform unique graduates database, a first step to be part of the National Centre for Graduate Tracking in Vietnam

TNU will take the role of the beneficiary partner in the project and is committed to do the following actions:

-receive the horizontal training for online platform management and platform based survey release (WP.1.) to be delivered to the TNU IT, research and administrative staff chosen according some prerequisites (skills endowment to internalize the trainings and later perform actions of the platform for survey delivery)

- TNU will take part to the discussion, workshop and activities for the development of tools and methodologies for graduates tracking (WP.2.) with the team of researchers benefit from international best practices to be transferred in WP.2.
- TNU will develop the first survey on graduate's employment condition of its graduates.
- Disseminate the project at institutional, local and international level through different channel (website, local meetings, local press) and participate to dissemination meetings. TNU will also share the best practices for dissemination carried out in previous initiatives so to release the handbook for dissemination (WP.5.) and provide the coordinator with all the contents to be uploaded on the project website.
- TNU will participate to the SC as well as to all project meetings, help the release of the management guidelines, of interim and final reports as well as of quality reports by providing the coordinator with the required info and indicators (WP. 7-8).

- TNU will be actively involved in creation of the National Centre for Graduates Tracking: in its structure definition as well as for the definition of the Centre sustainability strategy and plan signature. TNU will involve its network of stakeholders for periodical consultation and will work for the release of the working paper series (WP. 6).
- TNU will host the research meeting for graduates tracking' methodology definition (WP.2.).

P.3 FH JOANNEUM GESELLSCHAFT MBH (FH JOANNEUM, University of Applied Sciences) FH JOANNEUM

FH JOANNEUM University (FH JOANNEUM) will take part to project activities at different extent, by sharing the best practices of the university on the core project issue. In particular FHJ will:

- Take part to capacity building activities of WP.2 sharing its best practices for running comparative graduate tracking. It will participate to the tune up of the scope, questionnaire and methodology definition for the carry out of the Graduates Tracking Survey in Vietnam.
- FHJ will review the pilot survey report before its publication on the National Portal (WP.3.)
- FHJ will take part to the political dialogue and workshop on university governance and strategic policies in HE by sharing its experience and recommendation (WP.4)
- FHJ will promote project dissemination on the university webpage as well as on other available channels, sharing its best practices for the release of the Handbook of best practices for dissemination (WP.5)
- It will participate to envisaged project meeting, including dissemination and SC.; also FHJ will provide the coordinator with brief periodical on the process of activities within the organization so to release the quality report (WP.7.)

- It will actively participate to the National Centre creation (WP.6), by providing ideas and insights on the Working Paper Series, on the Centre envisaged structure and delineating the future commitment of FHJ for guarantying the Centre sustainability beyond project life.

P.4 Halong University (HALOU)

HALOU has committed itself to collect graduates data to feed the database as well as to participate in research activity planning and survey production. By joining MOTIVE, HALOU is willing to continue to work with the project's coordinators in activities assigned under the framework of the project to help ensure its main outcomes which include: developing tools and methodologies for graduate tracking; running Vietnamese Pilot Graduate tracking survey; capacity building for students and university staff on graduate tracking and employability; establishing National Observatory for Graduate Tracking in Vietnam; and ensuring project's implementation and sustainability. In particular HALOU, as beneficiary of the action, will:

- Receive the horizontal training for online platform management and platform based survey release (WP.1.) to be delivered to the HALOU IT, research and administrative staff chosen according some prerequisites (skills endowment to internalize the trainings and later perform actions of the platform for survey delivery).
- Given that HALOU has joined the database in 2018, the university will involve in the horizontal training the staff that collaborated with HANU IT team for the university integration within the database.
- HALOU will take part to the discussion, workshop and activities for the development of tools and methodologies for graduates tracking (WP.2.) with the team of researchers benefit from international best practices to be transferred in WP.2.
- Develop the first survey on graduate's employment condition of HALOU graduates (WP.3.)

- Disseminate the project at institutional, local and international level through different channel (website, local meetings, local press) and participate to dissemination meetings. HALOU will also share the best practices for dissemination carried out in previous projects so to release the handbook for dissemination (WP.5.) and provide the coordinator with all the contents to be uploaded on the project website.
- HALOU will participate to the SC as well as to all project meetings, help the release of the management guidelines, of interim and final reports as well as of quality reports by providing the coordinator with the required info and indicators (WP. 7-8)
- HALOU will be actively involved in creation of the National Centre for Graduates Tracking: in its structure definition as well as for the definition of the Centre sustainability strategy and plan signature. HALOU will involve its network of stakeholders for periodical consultation and will work for the release of the working paper series (WP. 6).
- The university will host and organize the meeting number ten and organize the second conference under WP.4 (month 29).

P.5 Hanoi University (HANU)

As former member of the Voyage project and host of the Voyage Platform, HANU will host the National Centre for Graduate Tracking, leading the WP.6. HANU will thus have a central role in the development of the Centre, including its portal, in the discussion for the best structure to build up and the future sustainability plan, in the consultation with MOES (WP.6). As host of the Voyage Platform, HANU IT team of experts will have a central role in integrating the new universities and in delivering the horizontal training to newcomer's staff (WP.1.). HANU will involve the staff already training in 561656 Voyage project to be trainers of new coming staff. It will also share the research team of the newcomer universities, the skills and competences to run graduates profile survey.

- HANU will take part to the discussion, workshop and activities for the development of tools and methodologies for graduates tracking (WP.2.) with the team of researchers benefit from international best practices to be transferred in WP.2.
- HANU research team will develop the first survey on graduate's employment condition of its graduates (WP.3.)
- Given the university expertise, it will have a central role in the dissemination of the project at institutional, local and international level through different channel (website, local meetings, local press) and participate to dissemination meetings. HANU will also share the best practices for dissemination carried out in previous projects so to release the handbook for dissemination (WP.5.) and provide the coordinator with all the contents to be uploaded on the project website.
- HANU will participate to the SC as well as to all project meetings, help the release of the management guidelines, of interim and final reports as well as of quality reports by providing the coordinator with the required info and indicators (WP.7-8)
- The university will host the final conference at month 36.

P.6 Hanoi Small and Medium Enterprises Association (HanoiSME)

HanoiSME will give the recruitment's information and requirements of national and international enterprises to universities, simultaneously combine with universities to provide high quality students after graduation. Therefore, HanoiSME is going to cooperating with partners to implement Graduate tracking survey (CATI, CAWI methodologies) (WP.3.), in order to develop permanent observatory station to accurately analyse and understand the labour market, investigate compatibility or relevance between the qualifications of the graduates and the employer's requirements. Hanoi SME will also contribute to the Creation of the Stakeholders network by involving its network of companies in the periodical consultation for survey release and take part to the sustainability dialogue for detailing the organization commitment beyond project life (WP.5). HanoiSME will participate to the

discussion on governance and strategic policies in HE (WP.4) and strive for the dissemination of the project to national stakeholders in the Vietnamese labour market (WP. 5).

P.7 HOC VIEN BAO CHI VA TUYEN TRUYEN - Academy of Journalism and Communication (AJC)

AJC, will cooperate through all the project activities, to the promotion, implementation, monitoring, evaluation activities and sustainable development of the partnership and the programme. AJC team will be the beneficiary of the WP.1. horizontal training, playing a key role in collecting graduates' data from its students. AJC, once integrated in the graduates database (WP.6.1.), will run the Pilot Graduate tracking survey (on CATI, CAWI methodologies) (WP.3.) with its team of researchers benefitting from capacity building and training on graduate tracking (WP.2). AJC will benefit of project activities in terms of innovation in the academic offers and tools and in the dialogue on university governance and strategic policies in Higher education (Wp.4).

Given the university fields of expertise, **AJC will lead project dissemination** through different tools (webpages, articles, news, interviews, video promotion) and It will providing its best practices and techniques in project dissemination for the release of the handbook (WP.5). AJC will organize local dissemination meetings to involve new universities AJC will contribute to all the project's activities with their scientific and technical resources, competences, and their network of contacts with the local community, strengthening the link between universities and enterprises regarding to employability of graduates. AJC team will realize the promotional video of the project.

It will participate to the SC as well as to all project meetings, help the release of the management guidelines, of interim and final reports as well as of quality reports by providing the coordinator with the required info and indicators (WP. 7-8)

AJC will be actively involved in creation of the National Centre for Graduates Tracking: in its structure definition as well as for the definition of the Centre sustainability strategy and plan

signature. AJC will involve its network of stakeholders for periodical consultation and will work for the release of the working paper series (WP. 6).

P.8 HOC VIEN NONG NGHIEP VIET NAM - Vietnam National University of Agriculture (VNUA)

VNUA will share its experiences and practices with project consortium to achieve project milestones and will carry out project activities at the scope. VNUA IT team, in conjunction with HANU IT team, will work for the integration of the university on Voyage Platform and for the share of its data in the platform unique graduates database, a first step to be part of the National Centre for Graduate Tracking in Vietnam

VNUA will take the role of the beneficiary partner in the project and is committed to do the following actions:

- Receive the horizontal training for online platform management and platform based survey release (WP.1.) to be delivered to the VNUA IT, research and administrative staff chosen according some prerequisites (skills endowment to internalize the trainings and later perform actions of the platform for survey delivery)
- VNUA will take part to the discussion, workshop and activities for the development of tools and methodologies for graduates tracking (WP.2.) with the team of researchers benefit from international best practices to be transferred in WP.2.
- Being a leading national university in human resource training and scientific research VNUA will lead WP.3. “Vietnamese Graduates tracking Surveys” and will also develop the first survey on graduates employment condition of VNUA graduates.
- Disseminate the project at institutional, local and international level through different channel (website, local meetings, local press) and participate to dissemination meetings. VNUA will also share the best practices for dissemination carried out in previous projects so to release the handbook for dissemination (WP.5.) and provide the coordinator with all the contents to be uploaded on the project website.

- VNUA will participate to the SC as well as to all project meetings, help the release of the management guidelines, of interim and final reports as well as of quality reports by providing the coordinator with the required info and indicators (WP. 7-8)
- VNUA will be actively involved in creation of the National Centre for Graduates Tracking: in its structure definition as well as for the definition of the Centre sustainability strategy and plan signature. VNUA will involve its network of stakeholders for periodical consultation and will work for the release of the working paper series (WP. 6).
- VNUA will host the first workshop for promoting university governance and strategic policies in HE, in concomitance with the 4th dissemination meeting (D.4.1.).

P.9 International Consulting and Mobility Agency Sociedad de Responsabilidad Limitada (INCOMA)

INCOMA will take part to project activities at different extent, by sharing the best practices of the organization on the core project issue. In particular, INCOMA will deliver the first training in the framework of WP.4, by presenting the self-assessment tools developed by INCOMA to better match educational offer and labour market needs so to help the policy reform in the Vietnamese higher education system.

It will participate to capacity building activities of WP.2 sharing the best practices for running graduates studies in international context, helping the tune up of the scope, questionnaire and methodology definition for the carry out of the Graduates Tracking Survey in Vietnam.

- INCOMA will take part to the political dialogue and workshop on university governance and strategic policies in HE by sharing its experience and recommendation (WP.4)
- It will promote project dissemination on the university webpage as well as on other available channels, sharing its best practices for the release of the Handbook of best practices for dissemination (WP.5)

- It will participate to envisaged project meeting, including dissemination and SC.; also INCOMA will provide the coordinator with brief periodical on the process of activities within the organization so to release the quality report (WP.7.)
- It will actively participate to the National Centre creation (WP.6), by providing ideas and insights on the Working Paper Series, on the Centre envisaged structure and delineating the future commitment of INCOMA for guaranteeing the Centre sustainability beyond project life.

P.10 Ministry of Education and Training (MOET)

Department of Political Education and Student Affairs - MOET will take the role of the beneficiary partner in the project and is committed to do the following actions:

- Co-research on the utilization of European partners' model to enhance the graduate tracking survey and the analysis of obtained results and suggestion to make changes to adapt to Vietnamese situation if necessary.
- Co-coordinate the promotion, implementation, monitoring, evaluation activities and sustainable development of the partnership and the programme;
- Delegate the staffs to guarantee the productivity of the program performance;
- Participate to project meetings and give suggestions and advice;
- Have a role of consultant in the Creation of the National Centre for Graduate Tracking by providing guidelines on its structure and activities planning as well as support the National Centre dissemination to new stakeholders (other HEIs, local authorities, etc.);
- Have a central role in the sustainability decision for assuring the Centre life and output release beyond project life
- Feed the stakeholders' database with its contacts and enhance the university cooperation in graduates tracking;
- Provide the coordinator with the required information and documentation for the production of the quality report and the financial reporting of project expenditures.

P.11 Posts and Telecommunications Institute of Technology (PTIT)

PTIT will take the role of the beneficiary partner in the project and is committed to do the following actions:

- As former member of the Voyage Platform (the unique graduates database, the tool at disposal of the National Centre for Graduates Tracking) it will provide horizontal training for online platform management and platform based survey release (WP.1.) to the IT, research and administrative staff of the newcomers universities. PTIT will involve the staff already training in 561656 Voyage project to be trainers of new coming staff. It will also share to the research team of the newcomer universities, the skills and competences to run graduates profile survey. PTIT will host the WP.1 trainings.
- PTIT will take part to the discussion, workshop and activities for the development of tools and methodologies for graduates tracking (WP.2.) with the team of researchers benefit from international best practices to be transferred in WP.2.
- Develop the first survey on graduate's employment condition of PTIT graduates (WP.3.)
- Given the university expertise, it will have a central role in the dissemination of the project at institutional, local and international level through different channel (website, local meetings, local press) and participate to dissemination meetings. PTIT will also share the best practices for dissemination carried out in previous projects so to release the handbook for dissemination (WP.5.) and provide the coordinator with all the contents to be uploaded on the project website.
- PTIT will participate to the SC as well as to all project meetings, help the release of the management guidelines, of interim and final reports as well as of quality reports by providing the coordinator with the required info and indicators (WP. 7-8)
- PTIT will be actively involved in creation of the National Centre for Graduates Tracking: in its structure definition as well as for the definition of the Centre

sustainability strategy and plan signature. PTIT will involve its network of stakeholders for periodical consultation and will work for the release of the working paper series (WP. 6).

P.12 Hanoi Tourism College (HTC)

As a Tourism College, HTC 's role is to provide pertinent quality data and information to feed the system, via its resources and under the guidance and framework of the project along with the necessary terms and conditions

HTC will assist and contribute to the deliverables of this project, under its mandate and functions with key interventions as needed and as defined under the roles and responsibilities. As a former member of VOYAGE Consortium, joining the Voyage database in 2018, HTC has committed itself to collect graduates data to feed the database as well as to participate in research activity planning and survey production. By joining MOTIVE, HTC is willing to continue to work with the project's coordinators in activities assigned under the framework of the project to help ensure its main outcomes which include: developing tools and methodologies for graduate tracking; running Vietnamese Pilot Graduate tracking survey; capacity building for students and university staff on graduate tracking and employability; establishing National Observatory for Graduate Tracking in Vietnam; and ensuring project's implementation and sustainability. In particular, HTC, as beneficiary of the action, will:

-receive the horizontal training for online platform management and platform based survey release (WP.1.) to be delivered to the HTC IT, research and administrative staff chosen according some prerequisites (skills endowment to internalize the trainings and later perform actions of the platform for survey delivery). Given that HTC has joined the database in 2018, the university will involve in the horizontal training the staff that collaborated with HTC IT team for the university integration within the database.

- HTC will take part to the discussion, workshop and activities for the development of tools and methodologies for graduates tracking (WP.2.) with the team of researchers benefit from international best practices to be transferred in WP.2.
- Develop the first survey on graduate's employment condition of HTC graduates (WP.3.)
- Disseminate the project at institutional, local and international level through different channel (website, local meetings, local press) and participate to dissemination meetings. HTC will also share the best practices for dissemination carried out in previous projects so to release the handbook for dissemination (WP.5.) and provide the coordinator with all the contents to be uploaded on the project website.
- HTC will participate to the SC as well as to all project meetings, help the release of the management guidelines, of interim and final reports as well as of quality reports by providing the coordinator with the required info and indicators (WP. 7-8)
- HTC will be actively involved in creation of the National Centre for Graduates Tracking: in its structure definition as well as for the definition of the Centre sustainability strategy and plan signature. HTC will involve its network of stakeholders for periodical consultation and will work for the release of the working paper series (WP. 6).
- HTC will host the 5th project meeting.

P.13 Truong Dai hoc Noi vu Ha No - Hanoi University of Home Affairs (HUHA)

As a former member of VOYAGE Consortium, HUHA has committed itself to collect graduates data to feed the database as well as to participate in research activity planning and survey production. By joining MOTIVE, HUHA is willing to continue to work with the project's coordinators in activities assigned under the framework of the project to help ensure its main outcomes which include: developing tools and methodologies for graduate tracking; running Vietnamese Pilot Graduate tracking survey; capacity building for students and university staff on graduate tracking and employability; establishing National Observatory for Graduate

Tracking in Vietnam; and ensuring project's implementation and sustainability. In particular HUHA, as beneficiary of the action, will:

- Receive the horizontal training for online platform management and platform based survey release (WP.1.) to be delivered to the HUHA IT, research and administrative staff chosen according some prerequisites (skills endowment to internalize the trainings and later perform actions of the platform for survey delivery). Given that HUHA has joined the database in 2018, the university will involve in the horizontal training the staff that collaborated with HANU IT team for the university integration within the database.
- HUHA will take part to the discussion, workshop and activities for the development of tools and methodologies for graduates tracking (WP.2.) with the team of researchers benefit from international best practices to be transferred in WP.2.
- Develop the first survey on graduate's employment condition of HUHA graduates (WP.3.)
- Disseminate the project at institutional, local and international level through different channel (website, local meetings, local press) and participate to dissemination meetings. HUHA will also share the best practices for dissemination carried out in previous projects so to release the handbook for dissemination (WP.5.) and provide the coordinator with all the contents to be uploaded on the project website.
- HUHA will participate to the SC as well as to all project meetings, help the release of the management guidelines, of interim and final reports as well as of quality reports by providing the coordinator with the required info and indicators (WP. 7-8)
- HUHA will be actively involved in creation of the National Centre for Graduates Tracking: in its structure definition as well as for the definition of the Centre sustainability strategy and plan signature. HUHA will involve its network of stakeholders for periodical consultation and will work for the release of the working paper series (WP. 6).

P.14 TRUONG DAI HOC SU PHAM NGHE THUAT TRUNG UONG - National University of Art Education (NUAE)

NUAE, will cooperate through all the project activities, to the promotion, implementation, monitoring, evaluation activities and sustainable development of the partnership and the programme. NUAE will play a role on collecting graduates data from its students as well running the Pilot Graduate tracking survey (on CATI, CAWI methodologies) (WP.3.) with its team of researchers benefitting from capacity building and training on graduate tracking (WP.2). NUAE will benefit of project activities in terms of innovation in the academic offers and tools and in the dialogue on university governance and strategic policies in Higher education (Wp.4). It will involve students and staff in supporting the project dissemination and providing its best practices in project dissemination for the release of the handbook (WP.5). NUAE will contribute to all the project's activities with their scientific and technical resources, competences, and their network of contacts with the local community, strengthening the link between universities and enterprises regarding to employability of graduates. NUAE will organise a career day in Vietnam for the promotion of the project to national stakeholders. NUAE team will deliver horizontal training to newcomers (WP.1.). It will participate to the SC as well as to all project meetings, help the release of the management guidelines, of interim and final reports as well as of quality reports by providing the coordinator with the required info and indicators (WP. 7-8)

NUAE will be actively involved in creation of the National Centre for Graduates Tracking: in its structure definition as well as for the definition of the Centre sustainability strategy and plan signature. NUAE will involve its network of stakeholders for periodical consultation and will work for the release of the working paper series (WP. 6).

NUAE will host the first training on comparative graduates tracking (D.2.1.).

P. 15 Universitat de Barcelona (UB)

UB will lead the WP 7 “Quality tools for project implementation”, being responsible for the draft of the project evaluation plan and of the quality reports, to be endorsed by all project consortium. Together with the coordinator, UB will provide and assess the project documentation requested by the external audit and monitor the external evaluation of the project’ process. UB will also have a central role in disseminating the project in Europe: a poster session of MOTIVE project is envisaged at annual UB conference during the third year of project implementation. UB will promote project dissemination on the university webpage as well as on other available channels, sharing its best practices for the release of the Handbook of best practices for dissemination (WP.5)

UB will also take part to project activities at different extent, by sharing the best practices of the university on the core project issue. In particular:

- take part to capacity building activities of WP.2 sharing its best practices for running comparative graduate tracking and will review the pilot survey report before its publication on the National Portal (WP.3.)
- UB will take part to the political dialogue and workshop on university governance and strategic policies in HE by sharing its experience and recommendation (WP.4)
- UB will take part to SC and planned project meeting, also providing the coordinator with information for interim and final report drafting and for the sound financial management of the project (WP. 7.).
- It will actively participate to the National Centre creation (WP.6), by providing ideas and insights on the Working Paper Series, on the Centre envisaged structure and delineating the future commitment of UB for guarantying the Centre sustainability beyond project life.

P.16 CONSORZIO INTERUNIVERSITARIO ALMALAUREA (ALMALAUREA)

AlmaLaurea is the coordinator of the action, leader of the WP2 (development of graduates survey) and WP8 (management).

AlmaLaurea will supervise the delivering of the horizontal trainings (WP.1.) to beneficiary universities staff and supervise the integration of the newcomer universities in the platform (WP.6.1.).

AlmaLaurea will coordinate the researchers group for overall implementation of the graduates' surveys and draft of the related reports (WP.3.) and lead the training for graduate tracking as well as the definition of the questionnaire and methodology (WP.2.).

AlmaLaurea will contribute to the delivering of WP4 workshops and conference and will organize an International Conference in Bologna, Italy.

AlmaLaurea will build-up of the project web site and contribute to the elaboration of the communication plan and promotional materials (WP.5.).

AlmaLaurea will be responsible for the overall management of the project for activities quality and respect of accountability standard (WP.8.), for the draft of the interim and final report, the definition of the partnership agreement and the draft of the project management guidelines. AlmaLaurea will coordinate with UB the audit of the project and assess the quality reports (WP.7.).

AlmaLaurea will provide its expertise and recommendation for the National Centre for Graduates Tracking Creation (WP.6.1.) also defining its future role in supporting the future of the Centre and will help the drafting of the guidelines for graduate tracking survey (WP.6.5.).

4 RISK MANAGEMENT PROCESSES

4.1 Risk management measures

In addition to the “assumption and risks” and “how the risks will be mitigated” indicated in the Project proposal and in the Logical Framework Matrix, the following risk management measures were envisaged at the application phase (Figure 4):

Figure 4: Risk management

Challenges	Contingency plans
Commitment and motivation of partners	-Expectations are constantly communicated to partners -Some WP's will be leaded by Vietnamese partners to increase their involvement in the project-
Cultural differences/language barriers	-Organise regular face-to-face meetings to know each other -Cultural awareness to anticipate potential conflicts -Professional interpreters subcontracted for the main meetings -The Country Manager appointed (who speak as well the coordinator national language)
Incomplete supporting documents	-The Coordinator will organize during each meeting a session regarding the financial rules and supporting documents; -In order to streamline the payments procedures and to ease the collection of supporting documents (tickets, invoices, etc) the Coordinator propose the centralization of costs related to “travel” and “cost of stay”
Availability of staff (different academic years, conflict with other duties)	-More than one person per staff category per partner will be involved in project activities, so to guarantee smooth implementation in spite of eventual turnover. -The activities and meetings will be planned in advance, in cooperation with other partners and with the hosting organization of each planned meeting, so to ensure the maximum participation of all partners involved in the Project
Retreat of a partner from the consortium	-The Project Officer will be informed of any proposed changes in advance. Either the distribution of the withdrawee's assigned work among the rest of the MOTIVE Partners and/or its replacement by a new partner with similar expertise (e.g. a University Associate Partner) will be approved by the Project Officer.
Delays due to lengthy procedures: tendering, etc.	-The Coordinator will ask the Project Officer about the best procedure for equipment purchase, taking into consideration the Vietnamese legislation (e.g. VAT rules, etc). In case of delay of Project Officer reply the Coordinator will solicit the P.O. via phone call (as agreed

	in the Grant holders Brussel Meeting-January 2020) the Coordinator agreed with the Project Officer the best way to proceed with the equipment purchase and informed the respective partners: tender procedure, timing, payment rules, etc. so to have the equipment available as soon as possible
Conflicts over financial issues	-The coordinator as a leader, will be responsible for assessing and examining costs, spending, and excess issues on budget for ensuring the appropriate distributing of the project's budget. If conflicts over financial issues do occur, the consortium plans to confront them by organizing a meeting for partners to negotiate having the coordinator as a leader. Standard voting procedures will be followed according to the provisions of the Partnership Agreement. In case, however, of extreme financial issues, the consortium will follow the appropriate, European legal procedure.
Visa issues	-The meetings are planned well in advance to allow time for the visa procedures
Political instability or other Force Majeur situations	-In case of unpredictable events, will be request meetings relocation to safer/different location (with EACEA authorization)
Exchange rate issues	-The project account will be kept in Euros -When possible (depending on each partner internal rules) the invoices will be paid by Coordinator; Exchange rate applied follows the average policy set by the programme (see 2019 Financial Statement) for the period concerned.
General payment rule	Cash payments are not allowed. In exceptional cases and justified, is needed an authorization from EACEA. In general, by Coordinator internal rules, the amount transfers can be done only through bank transfer (this will allow us to have transparency traceability of the amounts). Other rules regarding the grant transfer will be mentioned in the partnership agreement, taking into consideration National and internal rules of the partners.

Every effort will be made to proactively identify risks ahead of time in order to implement a mitigation strategy from the project's onset. The most likely and highest impact risks were added to the project schedule to ensure that the assigned risk managers take the necessary steps to implement the mitigation response at the appropriate time during the schedule. During the project implementation phase, the Quality Committee will analyse each risk, maximize the efforts in order to reach the consensus on the Contingency strategy, and find best solutions in case of any emerging risk. The National partner Country coordinator (Country

Manager) and the Project Coordinator (AlmaLaurea) will support the process in the spirit of good cooperation.

In case that the consensus is not reached, the Quality Committee will meet to solve the issue through vote by qualified majority of two thirds (2/3) of the members.

In case that the vote does not reach the two thirds of votes, the Quality Committee will convoke as soon as possible the Steering Committee, upon prior notification.

The final decision will be taken by the Steering Committee with two thirds of votes.

When any conflict arises in issues calling for the change of the grant conditions initially agreed and established in the Agreement, the specific EACEA procedures/European rules (Erasmus+ programme, guide, Guidelines for the use of grant and /or Grant agreement and its annexes) will be followed.

4.2 Management of additional risks

One key risk not included in Figure 4 is the Covid-19 Pandemic and how it may potentially impact the project. As already mentioned, owing to the global situation of the Covid-19 pandemic, the Project was suspended for three months in its first year (April, May and June 2020, see Annex VI). The initial lockdown impacted the in-person Kick Off Meeting in February 2020 (detailed in Section 6 WP.8 Management: Project Management). As Coordinator and organizer of the Kick Off Meeting, AlmaLaurea had as its main objective the safety and protection of all participants. Fully respecting all the containment measures taken at national level, the Coordinator helped all participants to deal with the consequences of unexpected measures and organized an online meeting on 24th of February 2020 to decide the measures for next steps and a to ensure a safe and fast repatriation of all participants. Any other risks associated with the ongoing Covid-19 Pandemic will be addressed in subsequent reports.

5 REFERENCE GUIDELINES

The main reference documents that help each beneficiary in understanding the rules that are governing the Erasmus+ Projects are represented by the documentation available on the EACEA web site, under the section “beneficiary space” https://eacea.ec.europa.eu/erasmus-plus/beneficiaries-space_en related to:

- Project management,
- Contractual documents,
- Reporting and Dissemination and,
- Visual identity.

In addition, the Erasmus+ Programme guide, Guidelines for the use of grants, templates for expenditure reporting and the dissemination plan, are available as well on the MOTIVE Project web site, under the section “reserved area”.

6 QUALITY ASSESSMENT OF FIRST YEAR OF ACTIVITIES

The Project started as planned on January 2020. The kick-off meeting was planned and organized to take place in Bologna (Italy) from 24 to 28 of February 2020. The partner delegations arrived in Bologna on 22/23 of February but due to the Coronavirus outbreak and the emergency decision of the Italian Government, the meeting did not take place in person (*DECRETO-LEGGE 23 febbraio 2020, n. 6 “Misure urgenti in materia di contenimento e gestione dell'emergenza epidemiologica da COVID-19”*).

The coordinator (AlmaLaurea) organized an urgent online meeting via Skype with all the participants to decide the immediate steps and organize the return of all participants to their home countries.

Following this, due to organizational reasons, the coordinator asked EACEA for three months' suspension of the Project (April, May and June 2020), in order to better organize and plan the next steps and activities. The suspension was approved by EACEA with the letter “*Brussels, 18/5/2020 EACEA.A.4/PM/en/sv(2020)2892351; File code : 2019 - 1958*”.

The following pages evaluate Project activities taking part in Project implementation months 1-9, based on the project proposal and with reference to the Logical Framework Matrix (LFM). The LFM is a tool that assists project planning, monitoring and evaluation based on a theory of change management approach that emphasises the links between Project activity targets and Project results through a ‘development pathway’. At the evaluation stage, the LFM provides a visual aid to what has been implemented and how to enable the evaluation of project performance. Please see Annex IV for the LFM for the MOTIVE Project.

Assessment of activities according to project proposal and Logical Framework Matrix (LFM) (months 1 - 9)

WP.1 Preparation: Capacity building for graduates' studies based on IT tools

Deliverable (as planned before Covid)	Indicators of Progress as by LFM	Indicators of Progress achieved	Release Date	Change occurred with respect to Gantt/other remarks
<p>1.1 Horizontal IT Training for online platform management</p> <p>1.2 Horizontal research training for online platform based survey release</p> <p>1.3. Horizontal administrative training for online platform dissemination</p> <p>Due date (as planned before Covid) 30/06/2020 - month 6</p>	<p>4 people trained per each newcomer university by month 4</p>	<p>6 people trained</p>	<p>25th April 2020 (suspension period)</p> <p>1st July 2020 (month 4)</p> <p>23-26 November 2020 (month 8)</p> <p>The first training was released in month 4</p>	<p>Despite the suspension period, the MOTIVE Project consortium decided to act to avoid losing momentum and organized training activities during this period. Instead of one training session, the MOTIVE consortium organized three training sessions in order to increase the impact of training on participants by capacity building actions.</p> <p>On 25th April 2020, about 70 participants (IT, researchers and administrative staff) took part in the online training. The Voyage Project was presented, the Voyage platform and the role of students, staff and companies, questionnaire presentation and filling process, information flows and field on the platform; http://en.tueba.edu.vn/?p=1275 http://truongnoivu.edu.vn/tin-tuc/9720/Truong-Dai-hoc-Noi-vu-Ha-Noi-tham-du-tap-huan-trien-khai-Du-an-danh-gia-cac-xu-huong-viec-lam-cua-sinh-vien-da-tot-nghiep-tai-Viet-Nam-Motive.aspx</p> <p>On 1st July 2020 (after the suspension period) an additional in-person training session took place. The training participants were predominantly the IT staff of the six new universities (about 12 people) part of MOTIVE Project. The training topic was related to the Platform software and students access on the Platform. http://www.spnttw.edu.vn/ArticleDetail.aspx?articleid=6512&sitepageid=624</p> <p>23-26 November 2020: The meeting that was supposed to take place in person at month 6 was held online. Due to Covid situation and for organizational reasons the meeting was organized online by PTIT in November 2020 with the participation of about 90 people (PTIT meeting 23-26 November 2020 - MOTIVE Project (motive-euproject.net)). Please see the website for meeting minutes and presentations (some in English and some in Vietnamese). As part of the quality plan, the November meeting was evaluated by the participants. The evaluations were very positive (see Annex I). A recommendation for meetings going forward arising from the evaluations is to include more time for questions and answers.</p>

WP.2 Development: Development of tools and methodologies for Graduate tracking in Vietnam				
Deliverable (as planned before Covid)	Indicators of Progress as by LFM	Indicators of Progress achieved	Release Date	Change occurred with respect to Gantt/other remarks
2.1 Workshop on comparative graduate tracking Due date (planned before Covid) 31/10/2020 - month 10		In progress	March 2021 (month 12)	The workshop is planned to take place in Vietnam at NUAE; due to suspension period, organizational reasons (national holidays, etc.) as well as participants' availability, in order to maximise the reach among stakeholders and increase the impact of the action, the workshop and meeting will be organized by Vietnamese partners and is planned to take place in-person in Vietnam in month 12. The European partners will participate virtually (online). The change in the workshop timing will not affect the project activities and outputs planned.
2.2 Graduates tracking: scope & questionnaire definition Due date (planned before Covid) 28/02/2021 - month 14	1 questionnaire shared with partners at month 14; 1 methodological paper shared with partners at month 18.	1 first draft questionnaire shared with partners	November 2020 (month 8; in advance)	The first draft version of the questionnaire was shared with the partners in November 2020 (month 8), in advance as planned. The questionnaire will be discussed by all partners during next meeting (at month 12).
2.3 Graduates tracking: methodology definition Due date (planned before Covid) June 2021 - month 18		Not scheduled to start until month 13 (pre-Covid date Jan 2021; new date May 2021)		

WP.3 Dissemination/exploitation: Vietnamese Pilot Graduates tracking survey				
Deliverable (as planned before Covid)	Indicators of Progress as by LFM	Indicators of Progress achieved	Release Date	Change occurred with respect to Gantt/other remarks
3.1 Data collection researchers and scholars capacity building Due date (as planned before Covid) November 2021 - month 23		Not scheduled to start until month 17 (pre-Covid date May 2021; new date Aug 2021)		
3.2 Analysis of data collected: Due date (as planned before Covid) July 2022 - month 31		Not scheduled to start until month 22 (pre-Covid date Oct 2021; new date Jan 2022)		
3.3 Pilot graduate tracking report and quality assurance recommendations Due date (as planned before Covid) November 2022 - month 35		Not scheduled to start until month 29 (pre-Covid date May 2022; new date Aug 2022)		

WP.4 Dissemination/exploitation: Enhancing staff capabilities to support the reform policies				
Deliverable (as planned before Covid)	Indicators of Progress as by LFM	Indicators of Progress achieved	Release Date	Change occurred with respect to Gantt/other remarks
<p>4.1 Workshops on "How to use Graduates surveys' data for supporting governance reform and QA in higher education"</p> <p>Workshop 1 Due date (as planned before Covid) Feb 2021 - month 14</p> <p>Workshop 2 Due date (as planned before Covid) Sept 2021 - month 21</p>	N/A	Not scheduled to start until month 11 (pre-Covid date Nov 2020); planned to take place in May 2021 (Month 14) at VNUA meeting (Workshop 1),		
<p>4.2 Conferences on "Evidence based policies for developing the higher education sector within society"</p>	N/A	Not scheduled to start until month 24 (pre-Covid date Dec 2021; new date Mar 2022)		



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Due date (as planned before Covid) May 2022 - month 29				
4.3 Recommendation paper on university governance and strategic policies in HE Due date (as planned before Covid) Oct 2022 - month 34		Not scheduled to start until month 28 (pre-Covid date April 2022; new date Jul 2022)		

WP.5 Dissemination/exploitation: Dissemination

Deliverable (as planned before Covid)	Indicators of Progress as by LFM	Indicators of Progress achieved	Release Date	Change occurred with respect to Gantt/other remarks
5.1 Project website Due date (as planned before Covid) 30/04/2020 - month 4	website online at month 3	Project website	February 2020 (Month 2; in advance)	<p>On the Project website are published all main events and meetings (https://motive-euproject.net)</p> <p>Working Papers and papers relating to project implementation are also published on Project website, including the quality plan, dissemination plan, articles (scientific publications), etc. Some of these documents are in the 'Restricted' section. A working paper 'Outcomes of Vietnamese graduates from Italian universities' has been uploaded on the Project website: https://motive-euproject.net/publications/scientific-publications/</p>
5.2 Dissemination meetings Due date (as planned before Covid) 30/11/2022 - month 35	number of contents published; number of promotional materials created	6 dissemination events	25 April 2020 & May 2020 September 2020 16 October 2020 23-26 November 2020 December 2020	<p>9 dissemination events are planned for the entire project life cycle (3 each year).</p> <p>During the first 9 months of the project, 6 dissemination events took place (including national local dissemination events):</p> <ol style="list-style-type: none"> 1. 25th of April 2020 (online event): about 70 participants and 12 Universities; the MOTIVE Project partners discussed as well about next steps to be followed (after the suspension period) 2. 6th of May 2020 (online event): event dedicated to the students and invite them to register on the Voyage Platform (this event took place during the suspension period, we considered necessary in order to "not lose" the students who graduated in the summer session of 2020) 3. September 2020 the National coordinator (Hanoi University) organized at Thai Nguyen University, local dissemination meeting (at Thai Nguyen University of Economics and Business Administration) 4. 16th October 2020 (online event) ErasmusDays 2020 "Europe-Vietnam cooperation in the framework of Erasmus+ programme: MOTIVE Project presentation" (https://www.erasmusdays.eu/event/europe-vietnam-cooperation-in-the-framework-of-erasmus-programme-motive-project-presentation/)

				<p>5. 23-26 November 2020 (in-person in Vietnam and online for EU partners): the second Project meeting (https://motive-euproject.net/events/ptit-meeting-23-26-november-2020/)</p> <p>6. 16 December 2020 the National coordinator (Hanoi University) organized at Thai Nguyen University, local dissemination meeting (at Thai Nguyen University of Agriculture and Forestry) attended by representatives from other 5 Faculties of Thai Nguyen University.</p>
<p>5.3 Dissemination products</p> <p>Due date (as planned before Covid) 31/12/2022 - month 36</p>	<p>number of contents published; number of promotional materials created</p>			<p>The dissemination products and plan are available on the MOTIVE website: -Project brochure (https://motive-euproject.net/dissemination/brochure/) -Project poster (https://motive-euproject.net/dissemination/poster/) -Project logo (https://motive-euproject.net/dissemination/logo/) -Dissemination plan (https://motive-euproject.net/dissemination/dissemination-plan/) -Social Media and Press:-</p> <p>Social Network Motive Project Facebook page: https://www.facebook.com/euprojectmotive</p> <p>Other partner Facebook pages: https://www.facebook.com/100779574904165/posts/201997044782417/ https://m.facebook.com/story.php?story_fbid=1684482905064774&id=196572087189204&sfnsn=mo</p> <p>Articles on National Journals: https://tuoitre.vn/doi-theo-sinh-vien-ra-truong-20201124221522715.htm https://www.tienphong.vn/giao-duc/he-thong-truy-vet-sinh-vien-tot-nghiep-thuoc-do-chat-luong-dai-hoc-1755326.tpo http://daidoanket.vn/viec-lam-cho-sinh-vien-khi-ra-truong-525251.html https://www.giaoduc.edu.vn/he-thong-truy-vet-sinh-vien-tot-nghiep-thuoc-do-chat-luong-dai-hoc.htm http://www.doanhtri.net/tin-doi-theo-sinh-vien-ra-truong--d67767.html</p> <p>News on Partners' portals Hanoi University website: Meeting with Project partners and other stakeholders (Central University of Pedagogy)- presentation of Erasmus+ MOTIVE Project 7 February 2020. Main scope: create networking opportunity and information exchange.</p>

				<p>http://www.hanu.vn/vn/tin-tuc-su-kien/4792-truong-dai-hoc-ha-noi-to-chuc-cuoc-hop-cac-thanh-vien-tham-gia-du-an-motive.html</p> <p>AlmaLaurea website: News Kick Off Meeting (KOM) (February 2020) https://www.almalaurea.it/en/informa/news/2020/02/19/motive-monitoring-trends-vietnamese-graduates-employment</p> <p>Thai Nguyen University: online meeting 25 April 2020: KOM follow up for project presentation and implementation http://en.tueba.edu.vn/?p=1275</p> <p>HUHA online meeting 25 April 2020: KOM follow up for project presentation and implementation http://truongnoivu.edu.vn/tin-tuc/9720/Truong-Dai-hoc-Noi-vu-Ha-Noi-tham-du-tap-huan-trien-khai-Du-an-danh-gia-cac-xu-huong-viec-lam-cua-sinh-vien-da-tot-nghiep-tai-Viet-Nam-Motive.aspx</p> <p>NUAE local meeting (July 2020): project implementation and post suspension activities to be carried out http://www.spnttw.edu.vn/ArticleDetail.aspx?articleid=6512&sitepageid=624</p> <p>Follow up MOTIVE Meeting (PTIT-November 23-26, 2020) http://hanu.vn/vn/tin-tuc-su-kien/5188-hoi-thao-tap-huan-du-an-khao-sat-xu-huong-viec-lam-cua-sinh-vien-viet-nam-sau-tot-nghiep.html https://portal.ptit.edu.vn/hoi-thao-tap-huan-du-an-khao-sat-xu-huong-viec-lam-cua-sinh-vien-viet-nam-sau-tot-nghiep/ https://ajc.hcma.vn/hop-tac-quoc-te/Pages/du-an-quoc-te.aspx?CatelD=885&ItemID=12284 https://ajc.hcma.vn/hop-tac-quoc-te/Pages/du-an-quoc-te.aspx?ItemID=12738 http://hanoisme.vn/hanoisme-voi-du-an-motive.htm http://tueba.edu.vn/bai-viet/Du-An-Motive-Co-Hoi-Cho-Sinh-Vien-Tueba-Tiep-Can-Voi-Nha-Tuyen-Dung-278.html (aimed at students) http://truongnoivu.edu.vn/tin-tuc/10056/HOI-THAO-TRUC-TUYEN-TRIEN-KHAI-DU-AN-DANH-GIA-CAC-XU-HUONG-VIEC-LAM-CUA-SINH-VIEN-DA-TOT-NGHIEP-TAI-VIET-NAM-MOTIVE-PROJECT-MEETING-MONITORING-TRENDS-IN-VIETNAMESE-GRADUATES-EMPLOYMENT-MOTIVE.aspx http://www.spnttw.edu.vn/articleDetail.aspx?sitepageid=624&articleid=6704 http://uhl.edu.vn/tin-tuc/hoi-thao-tap-huan-du-an-khao-sat-xu-huong-viec-lam-cua-sinh-vien-viet-nam-sau-tot-nghiep/</p>
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				http://www.tnu.edu.vn/hoi-thao-tap-huan-du-an-khao-sat-xu-huong-viec-lam-cua-sinh-vien-viet-nam-sau-tot-nghiep-dn30978.html https://1c.com.vn/vn/news/that-chat-lien-ket-giua-1c-viet-nam-va-cac-truong-dai-hoc https://www.vnua.edu.vn/tin-tuc-su-kien/tin-hoat-dong-khac/hoi-thao-tap-huan-du-an-khao-sat-xu-huong-viec-lam-cua-sinh-vien-viet-nam-sau-tot-nghiep-51135
<p>5.4 Handbook of best practices for dissemination</p> <p>Due date (as planned before Covid) 31/01/2021 - month 13</p>	<p>1 handbook released at month 13</p>	<p>Dissemination plan drafted and shared with partners</p> <p>The Handbook is “work in progress”</p>	<p>March 2020</p> <p>March 2021 (planned)</p>	<p>It was considered necessary to include an additional output (the Dissemination Plan) from the very beginning of the Project. A Dissemination Plan was drafted, shared with partners and published on Project website: (https://motive-euproject.net/dissemination/dissemination-plan/)</p> <p>The Dissemination plan will have as an annex the Handbook of best practices for dissemination (in preparation).</p>

WP.6 Sustainability: Vietnamese National Center for Graduate Tracking

Deliverable (as planned before Covid)	Indicators of Progress as by LFM	Indicators of Progress achieved	Release Date	Change occurred with respect to Gantt/other remarks
<p>6.1 Universities database creation</p> <p>Due date (as planned before Covid) 30/09/2020 - month 9</p>	<p>6.000 students' records from 9 universities registered at month 18;</p> <p>12.000 at month 36;</p> <p>number of contents published;</p> <p>signature of the agreement at month 35;</p> <p>15 stakeholders involved in the network at month 31;</p> <p>1 guidelines released at month 35</p>	<p>12 Universities registered on Voyage platform (instead of 9)</p> <p>14.431 Students registered at month 9</p> <p>153 companies registered</p> <p>377 CV searches performed by companies</p> <p>151 job offers on line</p>	<p>September 2020 (month 6, in advance)</p>	<p>The Consortium and especially the Vietnamese partners (particularly the National Coordinator, University of Hanoi), performed an impressive and fruitful work!</p> <p>The capitalization of the former Voyage Project, and the dissemination activities and events performed until now under the MOTIVE Project, have as impact the attraction of new stakeholders.</p> <p>The presence as partner of the Vietnamese Ministry of Higher Education and Training (MOET) is important and increases the impact of the MOTIVE Project at national level. As consequence, a higher number of Universities than initially planned joined the system and there are 12 Vietnamese Universities on the platform at time of writing (the first 9 are partners of the MOTIVE Project):</p> <p>Hanoi University, Posts and Telecommunication Institute of Technology and National University of Art Education. Hanoi University of Home Affairs, Halong University Hanoi College of Tourism. Academy of Journalism and Communication, Thai Nguyen University (specifically, Thai Nguyen University of Agriculture and Forestry and Thai Nguyen University of Economics and Business Administration) Vietnam National University of Agriculture. College of Agriculture Mechanics School of Foreign Languages and University of Science and Technology of Hanoi.</p> <p>The number of students registered exceeded the number planned by more than double and reached this stage at a much earlier point in the project (month 9) than originally planned (month 18).</p>

6.2 Portal set up Due date (as planned before Covid) 31/10/2022 - month 34		In progress		
6.3 Structure definition and sustainability agreement Due date (as planned before Covid) 30/11/2022 - month 35		In progress		The Sustainability actions are already in implementation phase. The fact that already at month 9 of the Project the number of universities who joined the initiative and the number of students registered on the system has exceeded planned numbers demonstrates excellent potential for the sustainability of the Project outcomes beyond the Project end.
6.4 Stakeholders network creation Due date (as planned before Covid) 31/07/2022 - month 31		In progress		The Vietnamese MOTIVE Partners ensure the impact of the MOTIVE project and have attracted different stakeholders who have already become part of the network: new universities (College of Agriculture Mechanics; School of Foreign Languages; and University of Science and Technology of Hanoi) as well as different business communities: HanoiSME (Project partner); 1C Vietnam (a Russian company who host students for internship https://1c.com.vn/en/story). It is anticipated that network creation will continue in subsequent years of the project as per Project plan (see Gantt chart in Annex III).
6.5 Working paper series Due date (as planned)	9 working papers released at month 36	In progress		Two Working Papers have been published on Project website so far: https://motive-euproject.net/publications/scientific-publications/ - 'Report on the Impact of Covid-19 in KA2-CBHE Erasmus+ Projects' - 'Outcomes of Vietnamese graduates from Italian universities'



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before Covid) 31/12/2022 month 36				
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WP.7 Quality: Quality tools for project implementation

Deliverable (as planned before Covid)	Indicators of Progress as by LFM	Indicators of Progress achieved	Release Date	Change occurred with respect to Gantt/other remarks
7.1 Project Quality Plan and Monitoring reports Due date (as planned before Covid) reports due in months 14, 24 and 31 (Feb 2021, Dec 2021, Jul 2022)	First Quality report is drafted (this report) Other quality reports are not due until years 2 and 3.	In progress	First Quality Report planned to be released in March 2021 (month 12)	The First Quality Report will be presented at the in-person meeting in Vietnam that will now be held in month 12 (March 2021). The European partners will participate virtually (online). The slight change in the timing of the release of the First Quality Report will not affect the project activities and outputs planned.
7.2 External evaluation of project output Due date (as planned before Covid) July 2022 - month 31		Not scheduled to start until (pre-Covid plan) month 26 (Feb 2022)		
7.3 Independent Audit of the Project Due date (as planned before Covid) Nov 2022 - month 35		Not scheduled to start until (pre-Covid plan) month 25 (Jan 2022)		

WP.8 Management: Project Management

Deliverable (as planned before Covid)	Indicators of Progress as by LFM	Indicators of Progress achieved	Release Date	Change occurred with respect to Gantt/other remarks
<p>8.1 Steering Committee meetings</p> <p>Due date (as planned before Covid) 31/07/2022 - month 31</p>	<p>6 resolutions shared with partners at months 1, 9, 14, 21, 26, 31;</p> <p>1 intermediate report sent to EACEA at month 18,</p> <p>1 final report sent to EACEA at month 36.</p>	<p>2 steering Committees till month 9</p> <p>3 resolutions (minutes)</p> <p>Will be produced in time for month 36</p>	<p>February 2020 (month 2)</p> <p>April 2020 (during suspension period)</p>	<p>In occasion of the Kick Off Meeting and due to Covid-19 outbreak, the steering committee took place via Skype. Please see the website for meeting minutes and presentations (presentations may be restricted to logged in users only).</p> <p>As Coordinator and organizer of the KOM, AlmaLaurea has as its main objective the safety and protection of all participants. Fully respecting all the containment measures taken at national level, the Coordinator helped all participants to deal with the consequences of unexpected measures and organize an online meeting on 24th of February 2020 to decide the measures for next steps and a to ensure a safe and fast repatriation of all participants.</p> <p>3 resolutions were shared with partners: 1) Request to EACEA for suspension in month 3 (24 March 2020); 2) request to EACEA for resume of project implementation in month 6 (23 June 2020); 3) minutes of the 23-26 November 2020 PTIT meeting in month 9.</p>
<p>8.2 Definition of partnership agreements</p> <p>Due date (as planned before Covid) 31/07/2020 - month 7</p>	<p>15 PAs signed at month 7</p>	<p>15 Partnership agreements signed at month 5</p>	<p>9 August 2020</p> <p>(month 5, in advance)</p>	<p>The 15 partnership agreements (PAs) were drafted and signed by Coordinator and Partners as planned. The PAs were all sent to EACEA on time (month 5).</p>

7 CONCLUSION AND RECOMMENDATIONS

Conclusions

Overall, the Project results planned have been achieved for the period evaluated in this report (months 1-9), despite the fact that MOTIVE Project was affected by the global situation of the Covid-19 pandemic. The Project was suspended over April-June 2020, but online training activities took place and other activities were planned during the suspension period (WP.1.) to avoid losing the momentum built up from the Kick Off Meeting and to help the project resume other planned activities after the end of the suspension period.

The Kick Off Meeting and the PTIT Second Meeting generated good media coverage and engagement on social media, which reinforces the visibility of the Project and the appeal to the Stakeholder network (WP.5.). This activity should continue further into the Project lifecycle to build on the successful coverage of the activities implemented in the first year.

Project tools and materials for the graduate tracking (questionnaire, WP.2.2.) are under development and will be disseminated in the next meeting (WP.2.1.) to be held in month 12 instead of month 10 as initially planned. This slight delay has occurred owing to the global Covid-19 situation and does not affect delivery of other Project outputs.

In particular, the registration of a higher than planned number of students and universities on the Voyage platform at this early point in the project is a very promising start for the achievement of the MOTIVE project's Universities database creation deliverable (WP.6.).

In summary, the implementation of the planned project activities in year 1 has been on-target. This puts the Project on a strong footing to continue with the planned activities in years 2 and 3.

Recommendations

- i) Sustain the momentum generated in the first year of the Project by building on staff capacity developed through the training activities and designing and implementing the Graduate Tracking Questionnaire and collecting data in Project year 2.
- ii) Keep an active dissemination activity by organizing local meetings where possible;
- iii) As soon as the pandemic situation will allow, it is strongly recommended that the coordinator organize monitoring visits on site at Vietnamese partners to support project implementation and project documentation.
- iv) It is strongly suggested to organize in the second part of the project, global situation permitting, dissemination events in person. It is well known that public events, with the participation of higher education institution representatives, representatives of the Ministry of Education and other local/public authorities, are more attractive in terms of stakeholder participation and have a higher impact (also due to the higher interest of media for such events).
- v) Based on the successful social media engagement with Project activities carried out in year 1, it is recommended that additional social media channels be used if possible, to amplify the visibility of the Project. The most popular social media services in Vietnam are Facebook and YouTube (see: <https://gs.statcounter.com/social-media-stats/all/viet-nam>). In particular, YouTube access in Vietnam is considerably higher than in Europe (<https://gs.statcounter.com/social-media-stats/all/europe>). While it is acknowledged that additional social media channels require time for management, it may be beneficial to develop Project presence on YouTube in the first instance. YouTube has already been used by Vietnamese partners in relation to the Project training activities (e.g. see in-text image at this link <http://en.tueba.edu.vn/?p=1275>). Depending on Project resources allocated to social media, two other potential channels include LinkedIn, which is a professionally-orientated platform and tends to be used by younger adults in Vietnam (some of whom

may be graduates seeking employment), although engagement with the platform is low (https://napoleoncat.com/stats/linkedin-users-in-viet_nam/2019/10), and Twitter, in particular to maximise media coverage in Europe as well as in Vietnam.

- vi) In relation to the above social media recommendation, it is recommended that a clear social media engagement strategy be included in the Dissemination Plan and in the Handbook of Dissemination Best Practice (currently being developed).
- vii) While in-person visits are not possible, it is recommended that training sessions taking place on site in Vietnam are evaluated (e.g. through feedback forms) to get a sense of the quality of the training provided and the capacity developed.
- viii) According to the evaluation of the second Project meeting (23-26 November 2020 (in-person in Vietnam and online for EU partners)), for almost all aspects of the meeting the majority of respondents said it exceeded their expectations (rating 5 had the highest proportion of respondents, see Annex 1). The only aspect on which the proportion of responses giving a rating of 4 was higher than that giving a rating of 5 was for 'Topics discussed'. The comments sections provide a little more detail on how the session could have been improved. Two main comments include giving time for questions and answers to online participants and clarifying the content of the project. If possible, these suggestions could be addressed in future meetings. Although, it should be stated that at the meeting, the MOTIVE project content was discussed in depth. It could be the case that there is too much information for participants to process. One possible suggestion is to include a link to a one-page project summary (e.g. <https://motive-euproject.net/the-project/motive-project/> or the Brochure (in [English](#) or [Vietnamese](#))) where possible to enable participants to get a quick overview of the main Project content.

9 ANNEXES

Annex I - Meeting evaluation questionnaire (23-26 November 2020)

Out of the 90 participants, 48, or around half, completed the anonymous evaluation questionnaire. The responses to questions about event organisation and content was largely positive (vast majority of responses at 4 and 5 out of a maximum of 5 (exceeded expectations)). The questionnaire responses are given below.

MOnitoring Trends In Vietnamese graduates' Employment MOTIVE

Project n. 609781 EPP-1-2019-1-IT-EPPKA2_CBHE-SP

MEETING SATISFACTION SURVEY

Meeting Date: 23-26 November 2020;

Place: Posts and Telecommunication Institute of Technology (PTIT), Hanoi, Vietnam

Please take a moment to respond to the following questions so that we may improve in our efforts to meet your needs. You are kindly requested to assess different organizational aspects and meeting contents by marking a cross (x) in one of the boxes from:

1 (did NOT fulfil your expectation) to 5 (exceeded my expectations)

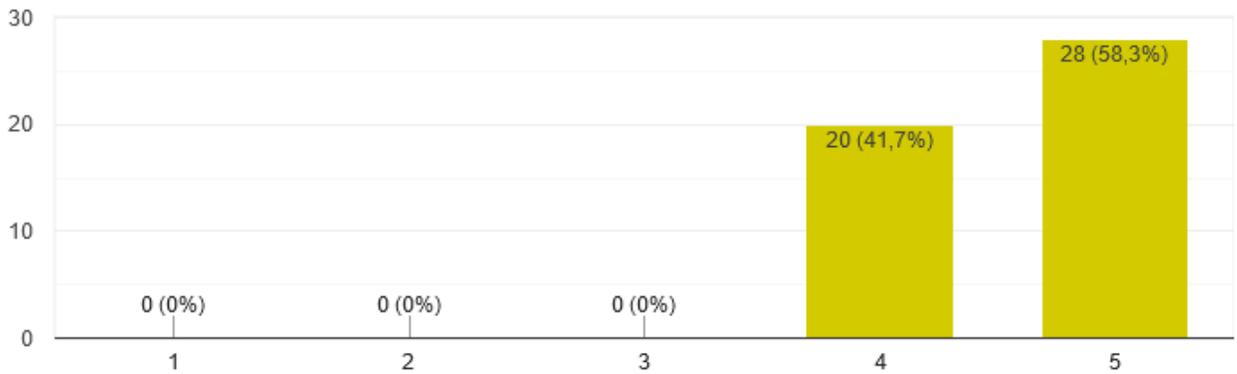
A. Assessment of logistic and organizational aspects

1. To what extent has the organization of the event met your expectation?

1	2	3	4	5
<input type="checkbox"/>				

1. To what extent has the organization of the event met your expectation?

48 risposte

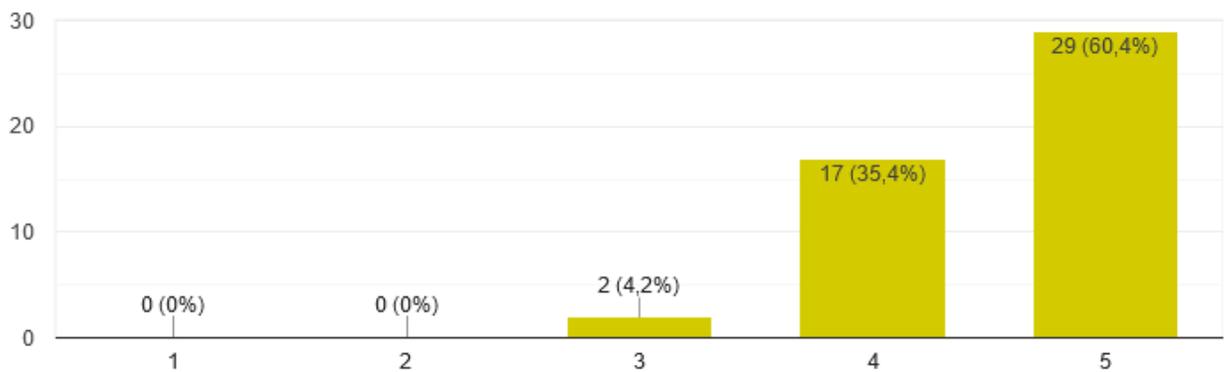


2. How do you assess the meeting venue?

1	2	3	4	5

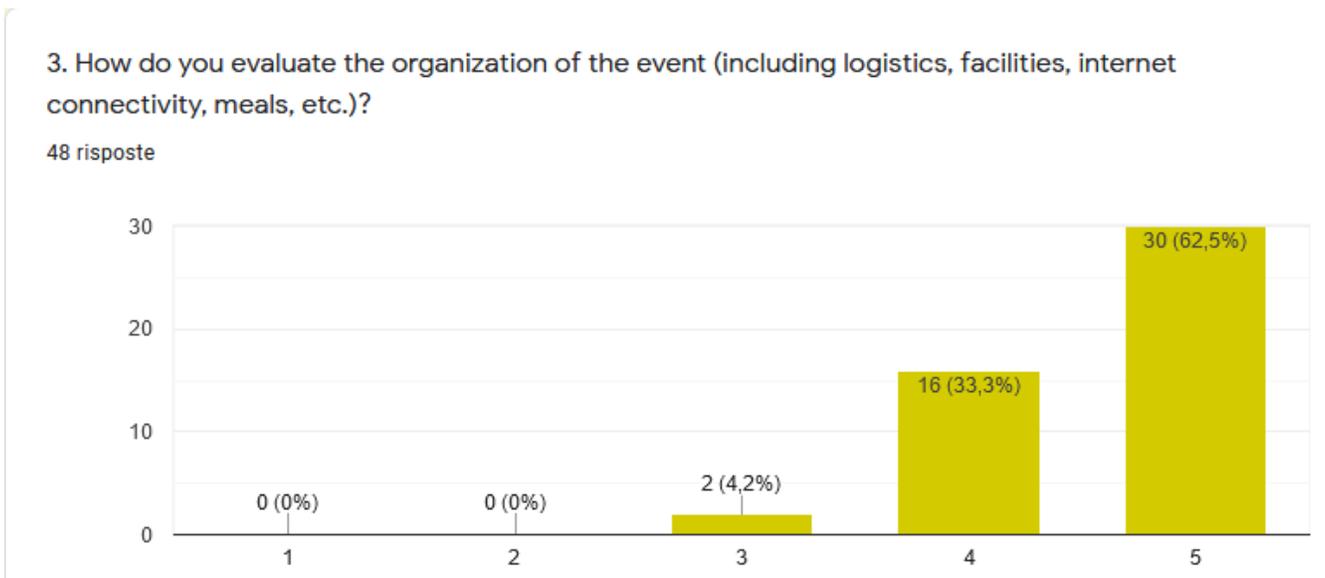
2. How do you assess the meeting venue?

48 risposte



3. How do you evaluate the organization of the event (including logistics, facilities, internet connectivity, meals, accommodation)?

1	2	3	4	5

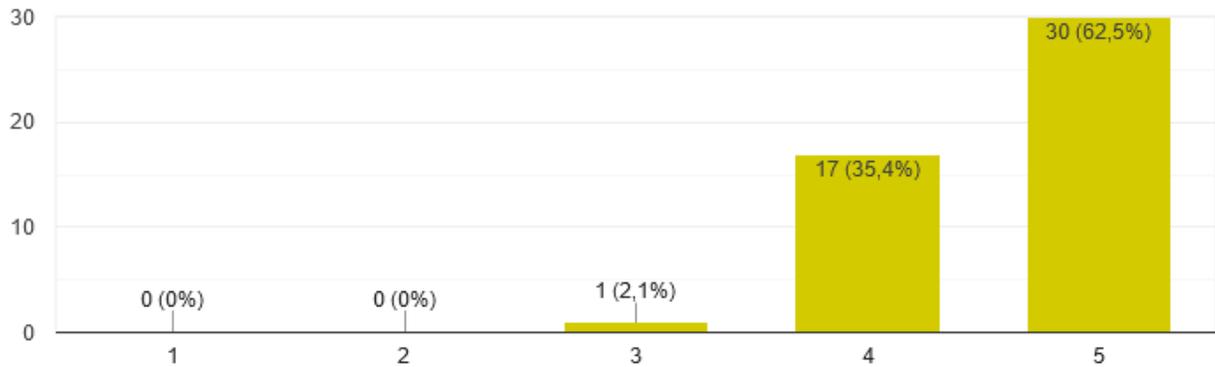


4. How do you assess the information provided by the organizer for the preparation of the event?

1	2	3	4	5

4. How do you assess the information provided by the organizer for the preparation of the event?

48 risposte

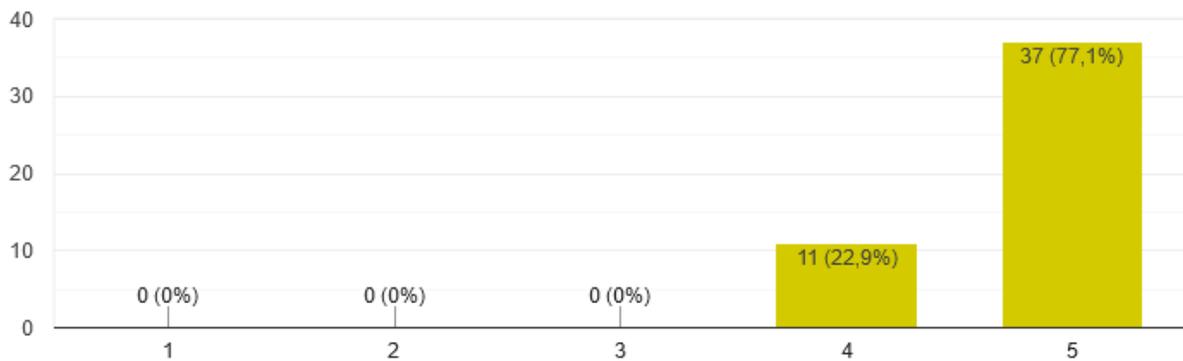


5. How do you assess the support from the organizer staff during the meeting days?

1	2	3	4	5

5. How do you assess the support from the organizer staff during the meeting days?

48 risposte

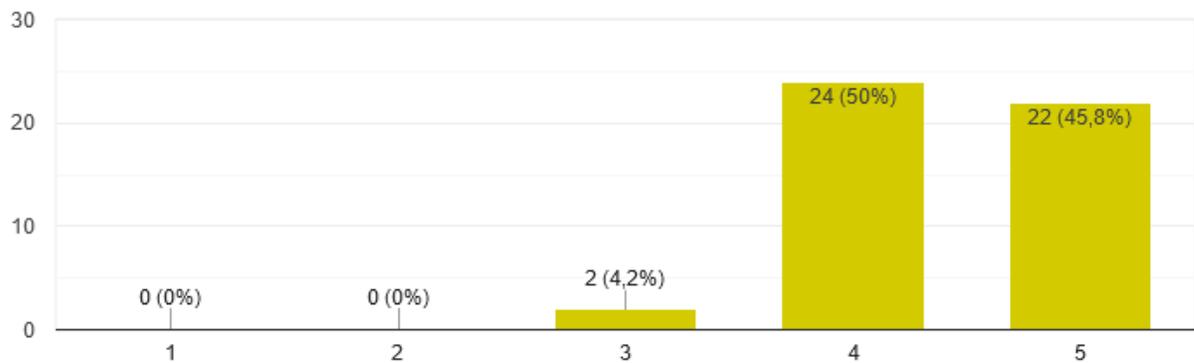


B. Evaluation of the meeting:

	1	2	3	4	5
1. Topics discussed					

1. Topics discussed

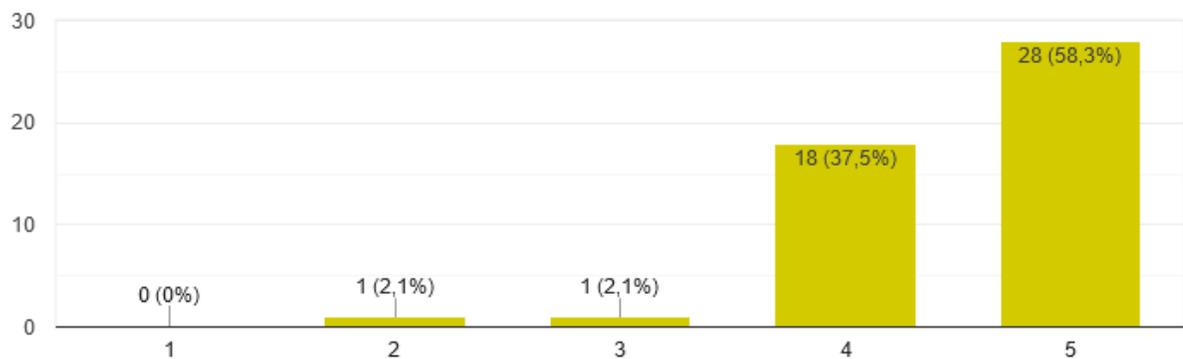
48 risposte



	1	2	3	4	5
2. Usefulness of Information provided					

2. Usefulness of Information provided

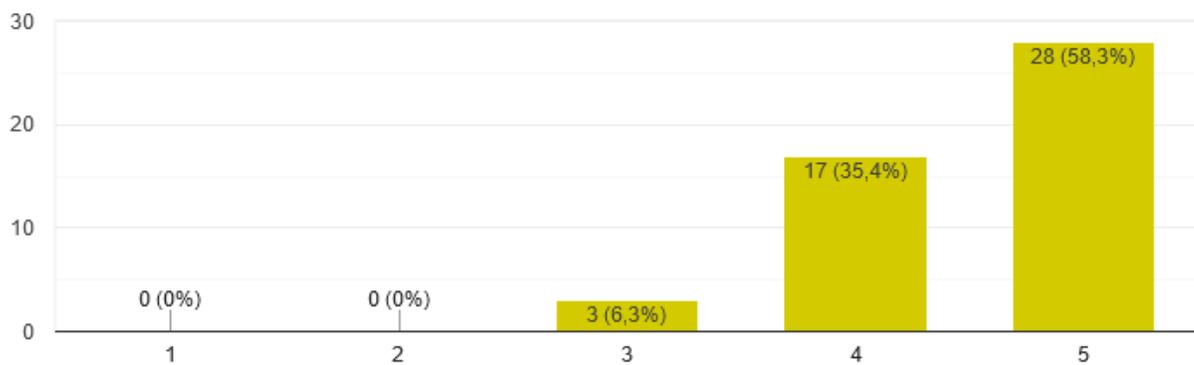
48 risposte



	1	2	3	4	5
3. Quality of the information provided					

3. Quality of the information provided

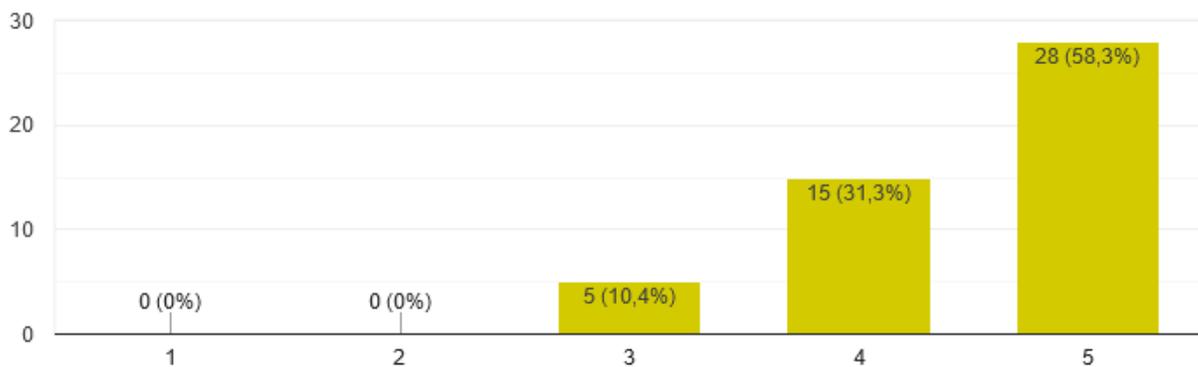
48 risposte



	1	2	3	4	5
4. Comprehension of the meeting sessions					

4. Comprehension of the meeting sessions

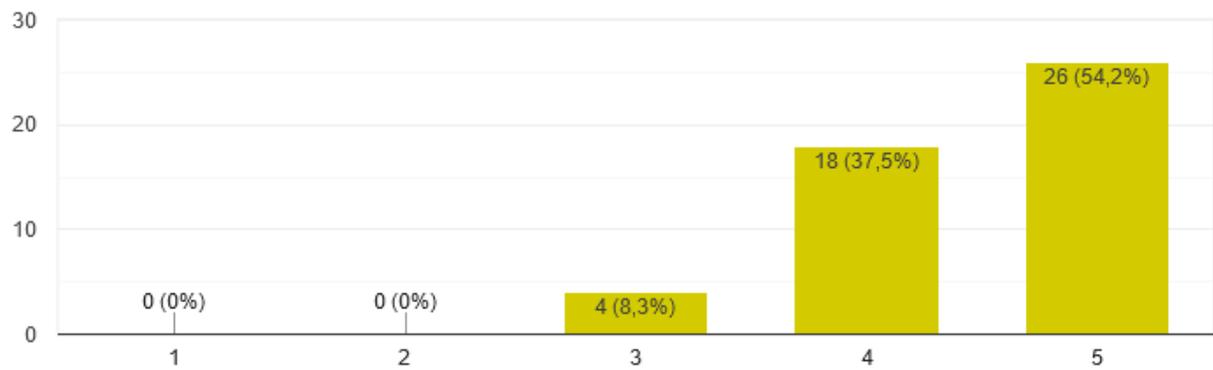
48 risposte



	1	2	3	4	5
5. Translation session					

5. Translation session

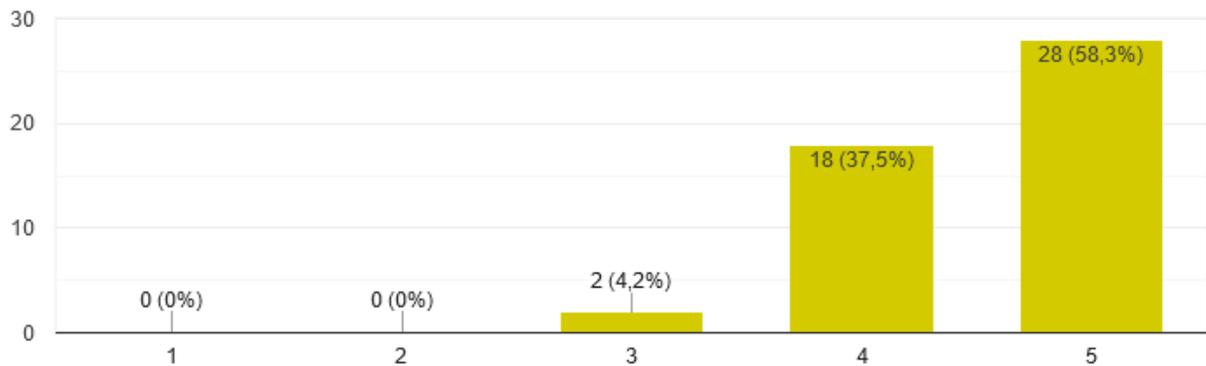
48 risposte



	1	2	3	4	5
6. Timing of the session					

6. Timing of the session

48 risposte



7. What organizational aspects would you eventually change? (Please leave your comment)

Nothing

No

I would include some time for questions and comments in this very case from the participants that attended online.

Due to the covid19 situation I participated on the online platform, all aspects met my expectations.

None

I am very satisfied with the organization of the Academy of Posts and Telecommunications Technology and would like to thank the Board of Directors of the Academy for successfully organizing the seminar.

Organise/host on-site conferences instead of online conferences

Need to clarify the content of the project

C. Other Comments/suggestions

The audio of the translation was ok (but not excellent). Compliments for all the work done. Thank you.

The organization of meeting was good. National co-ordinators from Hanu was enthusiastically explained project information

The organization of the meeting is very good

Everything is well done

No comments

The meeting is very useful for me to learn from my colleagues'experience.

No



Annex II - Dissemination of the selection procedure call for external expert

The subcontracting for “external expert” was implemented in an efficient way. The coordinator, AlmaLaurea, asked all the Project partners to disseminate the call for selection in their own countries (see below). As result, the coordinator in charge with the selection procedure (as by Italian national law and Coordinator internal rules) received applications from Italy, Spain, Poland, United Kingdom, Slovak Republic and Vietnam. The external expert was selected in November 2020 (email dated 05/11/2020).

MOTIVE Project website:

<https://motive-euproject.net/events/selection-procedure-for-external-expert/>

Facebook

<https://www.facebook.com/100779574904165/posts/157790592536396/?sfnsn=scwspmo&xtid=oSSbqq0XDWoXLUYe>

https://m.facebook.com/story.php?story_fbid=157790592536396&id=100779574904165

<https://www.facebook.com/100779574904165/posts/157805445868244/?sfnsn=scwspmo&xtid=SThBAFYl34fytlg4>

Vietnam:

National coordinator Hanoi University HANU, Hanoi, Vietnam:

<http://hanu.vn/vn/du-an-quoc-te/269-du-an-quoc-te/d-an-motive/4972-call-for-selection-of-external-expert-on-quality-assessment.html>

Posts and Telecommunications Institute of Technology PTIT, Hanoi, Vietnam:

https://portal.ptit.edu.vn/eng/call-for-selection-of-external-expert-on-quality-assessment-for-the-erasmus-project-motive/?fbclid=IwAR0eN2Zctdym_xY-A9aCoXlaStPXd5zciJHvfdioN4viSx2lE5A_soL01kM

Thai Nguyen University TNU- Thai Nguyen City, Vietnam

<http://en.tnu.edu.vn/recruitment-dt563.html>

AJC

<https://ajc.hcma.vn/hop-tac-quoc-te/Pages/du-an-quoc-te.aspx?CateID=885&ItemID=12293>

HTC

<https://htc.edu.vn/rss/index.php?pageid=13275&topicid=15&pagenum=1>

TNU

<http://en.tnu.edu.vn/recruitment-dt563.html>

HUHA

<http://truongnoivu.edu.vn/tin-tuc/9818/Thong-tin-tuyen-dung-vi-tri-tri-Chuyen-gia-kiem-dinh-chat-luong-cho-Du-an-Erasmus.aspx>

NUAE

<http://spnttw.edu.vn/articledetail.aspx?articleid=6516&sitepageid=720>

VNUA

<https://eng.vnu.edu.vn/notification/our-organization-vietnam-national-university-of-agriculture-is-a-partner-of-motive-project-50815> (see screenshot below)



RELATED NEWS

Call for International Applications Master Program in Food Technology AY 2021-2023 - (14/01/2021 13:56)

Specific Procurement Notice - (16/12/2020 14:02)

Our organization – Vietnam National University of Agriculture is a partner of MOTIVE project - (10/07/2020 10:31)

Recruitment: External expert on quality assessment of the Motive project: "Monitoring Trends In Vietnamese Employment" - (10/07/2020 10:31)

Vietnamese scholar program 2021 - (30/06/2020 09:03)

NEW UPDATES



Vietnam National University of Agriculture entered the top 10 innovation booths at the 2021



Vietnam National University of Agriculture towards the XIII National Congress of the

Italy:

AlmaLaurea Interuniversity Consortium (Coordinator):

https://www.almalaurea.it/info/chisiamo/lavoraconnoi/consorzio/posizioni_aperte

Austria:

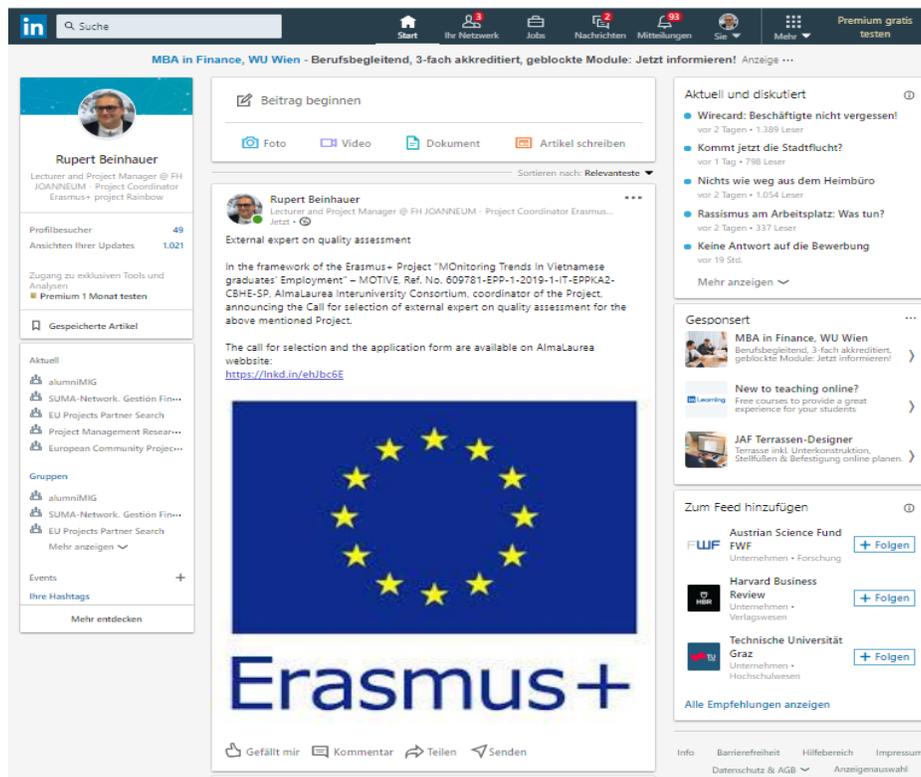
FH JOANNEUM

Disseminated through Dr Rupert Beinhauer's (Lecturer and research and development manager at the department of International Management at FH JOANNEUM) LinkedIn profile, which has >1100 contacts, many from EU project management sphere.

FH JOANNEUM Gesellschaft mbH

Rechtsform/Legal form: GmbH

<https://www.fh-joanneum.at/impressum> (see screenshot below)



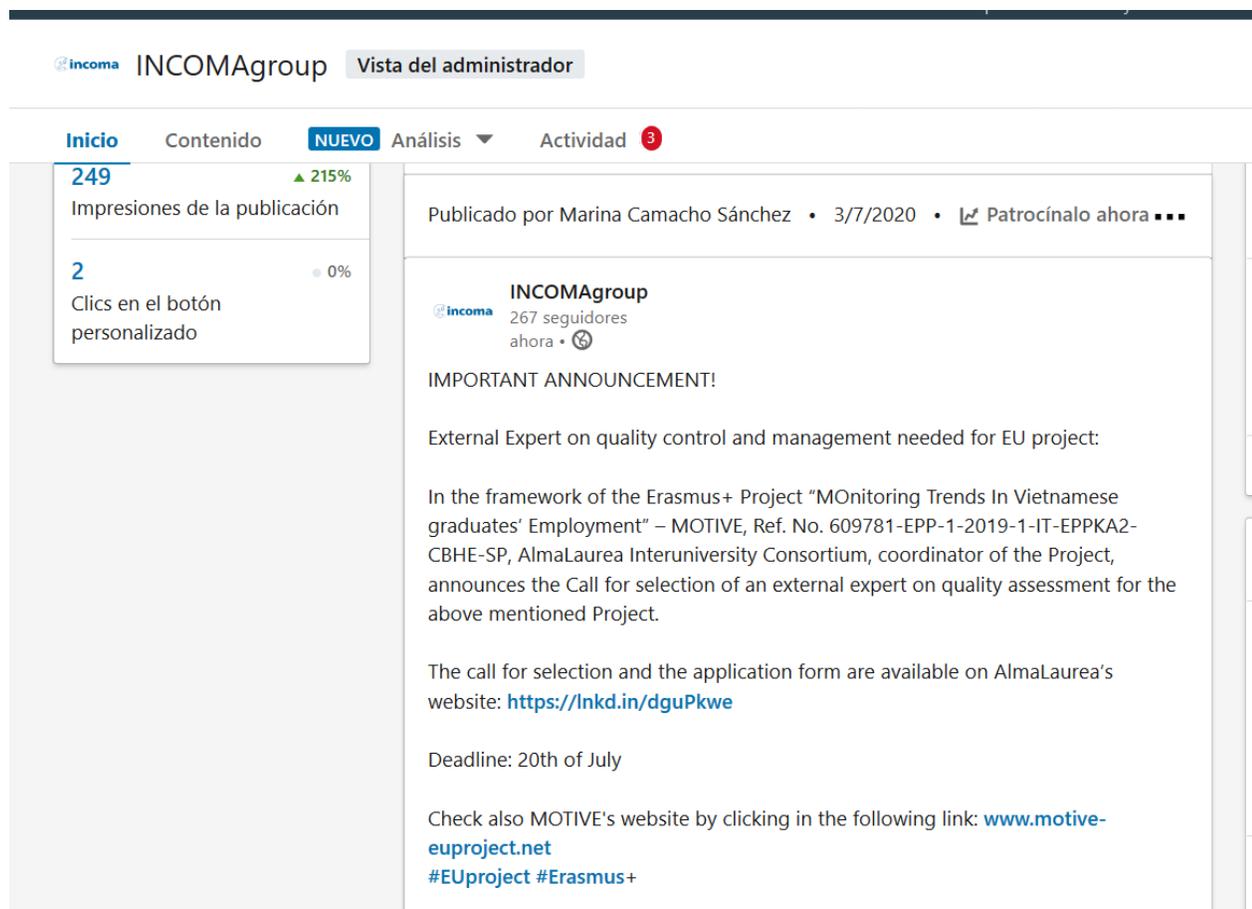
The screenshot shows a LinkedIn profile for Rupert Beinhauer, Lecturer and Project Manager at FH JOANNEUM. The profile includes a header with navigation icons, a search bar, and a banner for 'MBA in Finance, WU Wien'. The main content area features a post titled 'External expert on quality assessment' with a link to a call for selection. Below the post is a large image of the Erasmus+ logo. The right sidebar contains a list of 'Aktuell und diskutiert' posts, a 'Gesponsert' section with sponsored content, and a 'Zum Feed hinzufügen' section with recommended organizations to follow.

Spain:

INCOMA Group's LinkedIn profile

<https://www.linkedin.com/feed/update/urn:li:activity:6684751646863454208>

(see screenshot below)



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Publicado por Marina Camacho Sánchez • 3/7/2020 • [Patrocínalo ahora](#) ...

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IMPORTANT ANNOUNCEMENT!

External Expert on quality control and management needed for EU project:

In the framework of the Erasmus+ Project "MONitoring Trends In Vietnamese graduates' Employment" – MOTIVE, Ref. No. 609781-EPP-1-2019-1-IT-EPPKA2-CBHE-SP, AlmaLaurea Interuniversity Consortium, coordinator of the Project, announces the Call for selection of an external expert on quality assessment for the above mentioned Project.

The call for selection and the application form are available on AlmaLaurea's website: <https://lnkd.in/dguPkwe>

Deadline: 20th of July

Check also MOTIVE's website by clicking in the following link: www.motive-euproject.net
[#EUproject](#) [#Erasmus+](#)

Annex III - MOTIVE Gantt Chart

		AR												R 1												R 1												
		Jan-20	Feb-20	Mar-20	Apr-20	May-20	Jun-20	Jul-20	Aug-20	Sep-20	Oct-20	Nov-20	Dec-20	Jan-21	Feb-21	Mar-21	Apr-21	May-21	Jun-21	Jul-21	Aug-21	Sep-21	Oct-21	Nov-21	Dec-21	Jan-22	Feb-22	Mar-22	Apr-22	May-22	Jun-22	Jul-22	Aug-22	Sep-22	Oct-22	Nov-22	Dec-22	
WP description / Task		mes1	mes2	mes3	mes4	mes5	mes6	mes7	mes8	mes9	mes10	mes11	mes12	mes13	mes14	mes15	mes16	mes17	mes18	mes19	mes20	mes21	mes22	mes23	mes24	mes25	mes26	mes27	mes28	mes29	mes30	mes31	mes32	mes33	mes34	mes35	mes36	
	WP.1 Preparation: Capacity building for graduates studies based on IT tools																																					
PREPARATION	1.1 Horizontal IT Training for online platform management				2																																	
PREPARATION	1.2 Horizontal research training for online platform based survey release			2																																		
PREPARATION	1.3 Horizontal administrative training for online platform dissemination			2																																		
	WP 2 Development: Development of tools and methodologies for Graduate tracking in Vietnam																																					
DEVELOPMENT	2.1 Workshop on comparative graduate tracking							3																														
DEVELOPMENT	2.2 Graduates tracking: scope and questionnaire definition											4																										
DEVELOPMENT	2.3 Graduates tracking: methodology definition																	6																				
	WP.3 Dissemination/exploitation: Vietnamese Pilot Graduates tracking survey																																					
DISSEM/ EXPLOIT	3.1 Data collection																																					
DISSEM/ EXPLOIT	3.2 Analysis of data collected: researchers and scholars capacity building																													10								
DISSEM/ EXPLOIT	3.3 Pilot graduate tracking report and quality assurance recommendations																															11						12
	WP.4 Dissemination/exploitation:Enhancing staff capabilities to support the reform policies																																					
DISSEM/ EXPLOIT	4.1 Workshops on "How to use Graduates surveys' data for supporting governance reform and QA in higher education"										4									7																		
DISSEM/ EXPLOIT	4.2 Conferences on "Evidence based policies for developing the higher education sector within society"																							8					10									
DISSEM/ EXPLOIT	4.3 Recommendation paper on university governance and strategic policies in HE																																					
	WP.5 Dissemination/exploitation: Dissemination																																					
DISSEM/ EXPLOIT	5.1 Project web site	1																																				
DISSEM/ EXPLOIT	5.2 Dissemination meetings		2							4		5				6					7		8	9							11					12		
DISSEM/ EXPLOIT	5.3 Dissemination products																																					
DISSEM/ EXPLOIT	5.4 Handbook of best practices for dissemination	1									4																											
	WP.6 Sustainability: Vietnamese National Center for Graduate Tracking																																					
DISSEM/ EXPLOIT	6.1 Universities database creation																																					
DISSEM/ EXPLOIT	6.2 Portal set up																																					
DISSEM/ EXPLOIT	6.3 Structure definition and sustainability agreement								3								5														8	9		10		11		12
DISSEM/ EXPLOIT	6.4 Stakeholders network creation																																					
DISSEM/ EXPLOIT	6.5 Guidelines for Graduates Tracking Survey																																					
	WP.7 Quality: Quality tools for project implementation																																					
Quality	7.1 Project Quality Plan and Monitoring reports																																					
Quality	7.2 External evaluation of project output																																					
Quality	7.3 Independent Audit of the Project																																					
	WP.8 Management: Project Management																																					
MANAGEMENT	8.1 Steering committee meetings		1						3																													
MANAGEMENT	8.2 Definition of partnership agreements																																					
MANAGEMENT	8.3 Interim and the final reports																																					

Annex IV - MOTIVE Logical Framework Matrix (LFM)

E.4 Logical Framework Matrix – LFM				
<p>Wider Objective: <i>What is the general objective, to which the project will contribute?</i></p> <p>To ensure that Vietnamese higher education system address the challenges of reform policy implementation on graduates tracking.</p>	<p>Indicators of progress: <i>What are the key indicators related to the wider objective?</i></p> <p>Graduates tracking tools and methodologies enhanced.</p> <p>Graduates tracking data standardized.</p>	<p>How indicators will be measured: <i>What are the sources of information on these indicators?</i></p> <p>Report on graduates tracking survey.</p> <p>Publications on national center for graduates tracking.</p>		
<p>Specific Project Objective/s: <i>What are the specific objectives, which the project shall achieve?</i></p> <p>To strengthen Vietnamese capacities on graduates' surveys release.</p> <p>To build-up Vietnamese capacities for exploiting graduates' data for the adoption of quality assurance measures.</p> <p>To increase cooperation between Vietnamese universities and MOET on graduates tracking.</p> <p>To reinforce the linkages between partner</p>	<p>Indicators of progress: <i>What are the quantitative and qualitative indicators showing whether and to what extent the project's specific objectives are achieved?</i></p> <p>4 people trained per each newcomer university on 561656 platform-based functionalities; 2 people trained per each partner university on graduates tracking survey.</p> <p>4 people trained per each partner university on graduates' data exploitation.</p> <p>National center for graduates tracking created.</p> <p>Stakeholders network created; recommendation paper on university</p>	<p>How indicators will be measured: <i>What are the sources of information that exist and can be collected? What are the methods required to get this information?</i></p> <p>Trainings attendance lists, materials and minutes uploaded on project website.</p> <p>Training attendance list, materials and minute uploaded on project website.</p> <p>Sustainability agreement on center creation signed by partner institutions.</p> <p>List of stakeholders and recommendation paper uploaded on center portal.</p>	<p>Assumptions & risks <i>What are the factors and conditions not under the direct control of the project, which are necessary to achieve these objectives? What risks have to be considered?</i></p> <p>Commitment of EU and Vietnamese partners to provide and attend trainings. Risk: excessive turnover.</p> <p>Interest from external stakeholders to attend workshops and conferences. Related risk: low participation to activities.</p> <p>Engagement of MOET and Vietnamese partners to reach a sustainability agreement on national center on graduates tracking. Related risk: decreasing</p>	<p>How the risks will be mitigated:</p> <p>More than one person per staff category per partner will be involved in project activities, so to guarantee smooth implementation in spite of eventual turnover.</p> <p>Each partner will contact well ahead of schedule the stakeholders to be invited to the events, insisting on the possibility for them to see their works published on the working paper series of the graduates center.</p> <p>MOET will play a crucial role in motivating Vietnamese universities to respect their initial commitment; the steering committee will intervene in case of conflicts that may arise for the creation of the center.</p>

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institutions and society on graduates tracking.	governance and strategic policies in HE delivered.		interest of Vietnamese partners for the creation of the center.	
<p>Outputs (tangible) and Outcomes (intangible): Please provide the list of concrete DELIVERABLES - outputs/outcomes (grouped in Work packages), leading to the specific objective/s.:</p> <p>WP1) 3 horizontal trainings addressed to newcomer university staff: IT, researchers, administrative secretariats. WP2) Survey questionnaire and methodological paper on graduates tracking survey. WP3) Report on graduates tracking survey. WP4) Recommendation paper on university governance and strategic policies in HE. WP5) Project website; brochures and promotional materials; working papers on HE, graduates studies, labour market and international cooperation; handbook on dissemination best practices. WP6) A unique database for the 9 partner universities; portal for the national center on graduates tracking;</p>	<p>Indicators of progress: <i>What are the indicators to measure whether and to what extent the project achieves the envisaged results and effects?</i></p> <p>WP1) 4 people trained per each newcomer university at month 4. WP2) 1 questionnaire shared with partners at month 14; 1 methodological paper shared with partners at month 18. WP3) at least 50% of graduates interviewed at month 23; 1 report released at month 35. WP4) 1 recommendation paper released at month 34. WP5) website online at month 3, number of registered users to the intranet, number of contents published; number of promotional materials created; 9 working papers released at month 36; 1 handbook released at month 13. WP6) 6000 students' records from 9 universities registered at month 18, 12000 at month 36; number of contents published; signature of the agreement</p>	<p>How indicators will be measured: <i>What are the sources of information on these indicators?</i></p> <p>WP1) attendance list, materials and minutes uploaded on project website. WP2) questionnaire and methodological paper uploaded on project website. WP3) graduates' dataset stored in the universities registries; report uploaded on national graduates tracking center portal. WP4) recommendation paper uploaded on national graduates tracking center portal. WP5) website repository; promotional materials uploaded on project website; working papers uploaded on national graduates tracking center portal; handbook uploaded on project website. WP6) reports on records stored, portal repository; agreement stored on project website; list of stakeholders uploaded on national graduates tracking center portal; guidelines uploaded on project website.</p>	<p>Assumptions & risks <i>What external factors and conditions must be realised to obtain the expected outcomes and results on schedule?</i></p> <p>WP1) HANU, PTIT, NUAE staff own the contents of the 561656 trainings and have not changed at WP1 start. Trainees are endowed with proper competences. Risk: low staff participation in horizontal trainings. WP2) Same research team trained in WP1 will take part to WP2. Risk: undue time that could take the debates among researchers and MOET for the definition of methodology and questionnaire. WP3) Availability of graduates' administrative data, willingness by graduates to get involved in the survey, commitment of the university staff to run CATI interviews if necessary. Risk: low response rate to the survey. WP4) Partners' commitment to involve external stakeholders in the workshops and conferences whose inputs will be systematized in the recommendation paper. Risk: low participation to the events from stakeholders' side. WP5) Website is kept</p>	<p>How the risks will be mitigated:</p> <p>WP1) Competences to attend the training will be defined before the start as prerequisites to attend them. HANU as national coordinator will monitor the effective appointment of the required staff at the other universities' level, supported by AlmaLaurea that will supervise and coordinate the horizontal training delivering. WP2) Representativeness of quality committee will allow frequent reminders to the staff involved in the debates for the respect of the schedule. WP3) Each university will multiply the awareness-raising activities towards students throughout the project lifecycle so to enhance their ownership. WP4) Each partner will contact well ahead of schedule the stakeholders to be invited to the events, insisting on the possibility for them to see their works published on the working paper series of the graduates center. WP5) Each partner will contact well ahead of schedule the stakeholders to be invited to the events, insisting on the possibility for them to see their works published on the working paper series of the</p>

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<p>sustainability agreement; database of stakeholders affiliated to the center; guidelines for graduates tracking survey. WP7) Project quality plan; 3 monitoring reports; report from the external evaluator; mandatory auditing report; WP8) Resolutions on project development from the steering committee; partnership agreements; intermediate and final reports.</p>	<p>at month 35; 15 stakeholders involved in the network at month 31; 1 guidelines released at month 35. WP7) 1 PQP released at month 3, 3 monitoring reports released at months 9, 18, 27; 3 reports from external evaluator shared with partners at months 9, 18, 27; 1 mandatory auditing report released at month 35. WP8) 6 resolutions shared with partners at months 1, 9, 14, 21, 26, 31; 15 PAs signed at month 7; 1 intermediate report sent to EACEA at month 18, 1 final report sent to EACEA at month 36.</p>	<p>WP7) PQP, monitoring reports, external evaluator's reports uploaded on project website; audit certificate sent to EACEA. WP8) mailing records, resolutions uploaded on project website; PAs, interim and final reports sent to EACEA.</p>	<p>continuously updated; information on project is easily accessible on project website; partners are committed and able to communicate project objectives and benefits in a clear, wide, timely manner and targeted way. Risks: language barrier that could undermine the effectiveness of the dissemination events, low participation of external stakeholders to the dissemination events. WP6) Team trained under WP1 will be the same working on the center activities; Vietnamese partners' commitment to share graduates data in a unique database; willingness to sign the sustainability agreement; willingness of external stakeholders to be involved in the network. Risk: decreasing interest of Vietnamese partners for the creation of the center. WP7) Partners commitment to provide necessary information for draft of monitoring reports; availability of external evaluator and external auditor. Risk: non-compliance of deadlines for sharing asked information. WP8) Sound management from grant holder; project ownership by the staff; commitment to sign the PA. Risks:</p>	<p>national graduates tracking center. Simultaneous interpretations are foreseen to mitigate the language barrier; each partner will contact well ahead of schedule the stakeholders to be invited to the events, insisting on the possibility for them to see their works published on the working paper series of the graduates center. WP6) MOET will play a crucial role in motivating Vietnamese universities to respect their initial commitment; the SC will intervene in case of conflicts that may arise for the creation of the center. WP7) Project quality plan will be widely shared at each partner level; the quality committee, national coordinator and grant holder will multiply formal and informal reminders ahead of deadlines. WP8) E+ rules explained since KoM with periodic devoted sessions during meetings; more than one person per staff category per partner will be involved in project activities; eventual participation on conference call.</p>
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			<p>lack of understanding of E+ rules; excessive staff turnover; low participation to SC meetings.</p>	
<p>Activities: <i>What are the key activities to be carried out (grouped in Work packages) and in what sequence in order to produce the expected results?</i></p> <p>WP1) Staff appointment following competences description required; definition of training contents; preparation of training materials; training delivering. WP2) Preparation and delivering of workshop; review of 9 graduates questionnaire used; definition of a unique questionnaire and methodology for survey running; analysis of the most recent graduates dataset and administrative data archives of the nine universities; draft of methodological recommendation paper. WP3) Gathering of graduates' data through CAWI and CATI methodology; definition of</p>	<p>Inputs: <i>What inputs are required to implement these activities, e.g. staff time, equipment, mobilities, publications etc.?</i></p> <p>WP1) 552 person days; purchase of laptops as working station for staff and softwares for data analysis; 1 mobility at PTIT premises in Hanoi for staff training; subcontracting of simultaneous interpretation, rent of materials and printing of event-related materials. WP2) 670 person days; 1 mobility for training on graduates tracking at NUAE premises in Hanoi; 1 mobility for methodology definition at TNU premises; subcontracting of simultaneous interpretation, rent of materials and printing of event-related materials for each mobility planned. WP3) 595 person days; 1 mobility for the analysis on data collected for survey release at HALOU in Uong Bi</p>		<p>Assumptions & risks <i>What pre-conditions are required before the project starts? What conditions outside the project's direct control have to be present for the implementation of the planned activities?</i></p> <p>Project partners are still convinced that project ownership depends on institutional commitment rather than personal commitment.</p> <p>The legal representatives of project partners are still committed to develop the project.</p> <p>Project partners will appoint the necessary staff to perform the activities planned.</p> <p>Communication from grant holder to project beneficiaries on 1st year meetings schedules and contents of trainings planned.</p> <p>Political stability in Vietnam</p> <p>MOET is still willing to implement reform policy based on graduates tracking</p>	<p>How the risks will be mitigated:</p> <p>Communication between grant holder, national coordinator and MOET representatives before the project start so to verify that every pre-condition assumed as by official letter sent on January 2019 from MOET to national coordinator (HANU) is still in force and that any eventual condition outside the project's direct control will not undermine project implementation.</p>

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<p>graduates tracking report structure; draft of the report. WP4) Organization of 2 workshops and 2 conferences; identification of relevant stakeholders to be invited to the events; launch of the call for papers addressed to students to be involved in the 1st conference and appointment of the assessment commission; draft of recommendation paper. WP5) Build-up and continuous update of project website; design and translation of promotional materials; organization of 9 dissemination events; identification of topics for the presentation by relevant stakeholders of workshops/conferences-related studies; gathering of EU best dissemination practices; draft of the handbook. WP6) Integration of newcomer universities in the common center database; set-up of center structure and portal; definition of sustainability agreement; creation of stakeholders</p>	<p>City; subcontracting of simultaneous interpretation, rents of materials, printing of event-related materials, publication of survey report. WP4) 616 person days; 1 mobility for 1st WP4.1 workshop at VNUA premises in Hanoi; 1 mobility for 2nd WP4.1 workshop at AJC premises in Hanoi; 1 mobility for 1st WP4.2 conference at AL premises in Bologna; subcontracting of simultaneous interpretation, rents of materials, printing of events-related materials for each mobility planned. WP5) 608 person days; 1 mobility for EU dissemination event at FHJOANNEUM premises in Graz; 1 mobility for Vietnamese dissemination event at HANU premises in Hanoi; subcontracting of simultaneous interpretation, rent for materials, printing of events-related materials for each mobility planned. WP6) 623 person days. WP7) 327 person days; 1 mobility at UB premises in Barcelona; subcontracting for simultaneous interpretation, rent of materials, printing of</p>		<p>Smooth collaboration between MOET and Vietnamese universities</p> <p>Internal stability at each partner governance level</p>	
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<p>network; creation of working paper series. WP7) Appointment of quality committee; draft of project quality plan; gathering of information for the draft of the monitoring reports and the conduction of the audit; contracting of external evaluator and independent auditor; sharing of evaluator's reports with partners. WP8) Appointment of SC; organization of SC meetings; sharing of SC resolutions with partners; definition of partnership agreements; draft of intermediate and final reports.</p>	<p>event-related materials. Subcontracting of external expert for quality review; 1 subcontracting of independent auditor. WP8) 569 person days; 1 mobility of KoM at AL premises in Bologna; 1 mobility for SC meeting at HTC premises in Hanoi; subcontracting for simultaneous interpretation, rent of materials, printing of events-related materials for each mobility planned.</p>			
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End of LFM.

Annex V - MOTIVE project: Meetings Planned

Type	Institution	Date	Location	Topic
Kick off meeting	AlmaLaurea	February 24, 2020	Bologna, Italy	Project Presentation; 1st SC; Management of the project and financial issues; Partnership Agreement; Next steps, definition of partners' role and related tasks.
Training and Dissemination	PTIT	23-26 November 2020	Hanoi, Vietnam	Horizontal training: researchers, IT and administrative staff; 1st Dissemination Event; Survey Questionnaire discussion; Project management.
Workshop on Comparative Graduate Tracking	NUAE	March 2021	Hanoi, Vietnam	2nd SC; Workshop on best practices for Graduate Tracking in Vietnam; AlmaLaurea Research Training; 1st Quality report Presentation; Start of discussion on project Sustainability.
Dissemination Event; 1st Thematic Workshop	VNUA	May 2021	Hanoi, Vietnam	Workshop on Quality Assurance Mechanism; Questionnaire Draft Version Presentation and Definition of Survey Methodology; Launch of Call for Paper; 2nd Dissemination Event: Presentation of Handbook of Best Practices for Dissemination.
1st Quality Meeting	UB	July/September 2021	Barcelona, Spain	1st Quality meeting (external expert); 3rd Dissemination Event; 3rd SC; National Center Portal Set up Discussion; Management and financial meeting.
4th Dissemination Event	TNU	November/December 2021	Thai Nguyen City, Vietnam	Presentation of the Recommendation Paper on Graduate Tracking in Vietnam; 2nd Quality Report Presentation plus External Expert Report Presentation.
Dissemination Event; 2nd Thematic Workshop	AJC	February/March 2022	Hanoi, Vietnam	2nd Thematic Workshop: Self Assessment Tool on Scanning Key competences for Employability; Selection of the Winner of the call for Paper; 4th SC and management and financial meeting.
1st Project Conference	AlmaLaurea	April/May 2022	Bologna, Italy	First Conference named "One belt one Road - China-Indochina Peninsula Corridor"; Award of the Winner of the Call for Paper; 6th Dissemination Event; Presentation of Draft of Sustainability Agreement; Stakeholder Network Database Presentation.
Management and	HTC	June/July 2022	Hanoi, Vietnam	5th SC; 7th Dissemination event; Research meeting and analysis of collected data (CATI-CAWI); National

Dissemination Meeting				Center Structure Definition and Portal draft version presentation.
2nd Conference	Halou	September/October 2022	Uong Bi City	Second Conference named “Evidence based policy and higher education: progress, pitfalls and promise“; 3rd Quality report and external expert report presentation; Preliminary Discussion on the Structure of the Graduate Tracking Report.
Dissemination event	FHJ	December 2022/ January 2023	Graz, Austria	8th Dissemination Event; 6th SC; Presentation of the “Stakeholders network creation“; Presentation of the Guidelines for Graduates Tracking Survey; Management and financial meeting
Final Conference	HANU	March 2023	Hanoi, Vietnam	9th dissemination event; Presentation of the pilot “Graduate tracking report“; Signature of the Sustainability Agreement.

Annex VI - Pre- and Post-Covid Suspension Project months

Calendar month	Pre-Covid month number	Post-suspension month number
Jan-20	Jan-01	Jan-01
Feb-20	mese 2	mese 2
Mar-20	mese 3	mese 3
Apr-20	mese 4	suspension
May-20	mese 5	suspension
Jun-20	mese 6	suspension
Jul-20	mese 7	mese 4
Aug-20	mese 8	mese 5
Sep-20	mese 9	mese 6
Oct-20	mese 10	mese 7
Nov-20	mese 11	mese 8
Dec-20	mese 12	mese 9
Jan-21	Jan-13	mese 10
Feb-21	mese 14	mese 11
Mar-21	mese 15	mese 12
Apr-21	mese 16	Jan-13
May-21	mese 17	mese 14
Jun-21	mese 18	mese 15
Jul-21	mese 19	mese 16
Aug-21	mese 20	mese 17
Sep-21	mese 21	mese 18
Oct-21	mese 22	mese 19
Nov-21	mese 23	mese 20
Dec-21	mese 24	mese 21
Jan-22	Jan-25	mese 22
Feb-22	mese 26	mese 23
Mar-22	mese 27	mese 24
Apr-22	mese 28	Jan-25
May-22	mese 29	mese 26
Jun-22	mese 30	mese 27
Jul-22	mese 31	mese 28
Aug-22	mese 32	mese 29
Sep-22	mese 33	mese 30
Oct-22	mese 34	mese 31
Nov-22	mese 35	mese 32
Dec-22	mese 36	mese 33
Jan-23		mese 34
Feb-23		mese 35
Mar-23		mese 36