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QUALITY PLAN AND MANAGEMENT

of

MOTIVE PROJECT

“MOnitoring **T**rends **I**n **V**ietnamese graduates’ **E**mployment”

<http://motive-euproject.net/>

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1 PROJECT QUALITY PLAN (PQP): MAIN SCOPE

The aim of the activities related to “Quality”, is the monitoring and quality control of the project activities planned and related outputs/outcomes. In order to achieve this goal, a Quality Committee, composed by the local coordinator at each partner level, will be appointed since the Kick Off meeting.

The PQP will include the quality management plan, the communication plan and the quality processes and strategies to be implemented, the reference guidelines (Erasmus+ Guidelines, Guidelines for the use of grant, Grant agreement, partnership agreement, management plan, etc.), the resources used to achieve project outputs.

The Quality plan will identify the key components, objects of review (deliverables and Project process), quality measures (quality of deliverables, correctness criteria, stakeholder expectations) and quality evaluation methods (quality control and quality assurance activities). The management plan (guidelines) includes a preliminary schedule with approximate dates and contents of the planned meetings during the overall project duration will be drafted and shared with partners.

The internal communication plan is aimed at ensuring that information is shared with appropriate audiences on a timely basis and by the most effective means through the formalisation and scheduling of all communication and dissemination actions that can be carried out in the framework of the project.

The Quality Plan and Management ensure proper governance and project quality it defines a project’s quality policies, procedures, criteria for and areas of application, roles and responsibilities.

A Quality Committee (QC) comprising one representative from each partner will be formed with the remit to oversee project evaluations and quality assessments.

The remit of the QC is to oversee project evaluations and quality assessments, to work closely with the lead partner to ensure proper governance and project quality.

The QC representative from each partner and each country will take responsibility for the quality of project activities and project reporting, and the quality of language translations of specific intellectual outputs, as well as contributing to quality promotion at an international level.

QC will discuss during planned meetings with all partners on matters pertaining to project quality. The main actors for each partner, are represented by the local coordinator (contact person) due to their familiarity with the project and working plan.

All aspects of the project will be reviewed in relation to governance and quality in relation to the Project Management Plan and Financial Plan. Project outputs including those translated into different languages will be considered in terms of their relevance to stakeholders.

The QC lead will liaise with the External Quality Expert (EQE). The external expert will conduct quality assessment throughout the lifetime of the project and will be encouraged to engage with the online Community of Practice as part of this process. The external will provide quality briefings to the lead partner and reports with recommendations for any quality enhancements.

The QC representatives from each country will take responsibility for

- the quality of project activities and project reporting;
- the quality of language translations of specific intellectual outputs;
- contributing to quality promotion.
- the quality of language translations and communications feedback on project quality.

2 QUALITY PROCESS AND STRATEGIES

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):

- 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.

Indicators of Progress as by project proposal:

- ✓ *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.

The evaluation of the relative indicators will be done by the Quality Committee step by step during the entire implementation phase of the Project.

Any delay will be justified and in the relative minutes and communications between coordinator and partners, will be indicated how the problem was solved

Project will be successful, if MOTIVE project will lead to create following intellectual outputs at the end of realization:

The project Work Packages, detailed are the following:

Project's Work Packages

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 above mentioned 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 SC; organization of SC meetings; sharing of SC resolutions with partners; definition of partnership agreements; draft of intermediate and final reports.

3 PROJECT RESOURCES AND QUALITY OF PROJECT TEAM

3.1 Project available resources

The MOTIVE PROJECT TOTAL BUDGET APPROVED – FUNDS AVAILABLE FOR THE THREE YEARS PROJECT IMPLEMENTATION

Partner n.	PARTNER ACRONIM	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

****COFINANCING: According to the European Union Financial Regulation grants shall always involve co-financing. This means that the resources which are necessary to carry out the project shall not be provided entirely by the EU contribution. The implementation of the CBHE project may require other types of expenditures, not specifically foreseen and included in the budget of the grant (such as costs for dissemination, publishing, translation if not sub-contracted, overheads costs, bank fees etc.), that are supposed to be covered by co-financing. Can be planned also cofunding as STAFF (few more days as researchers or technicians)***

The Project coordinator, together with all partners will present the State of Art of the budget during the meetings (under the sessions financial meeting). In those occasions will be discussed the expenditure level, reporting documents necessary and procedures followed for each budget heading, with the full respect of EACEA rules.

3.2 Project team: required competences

In order to achieve the Project objectives, the MOTIVE Project team members should have the following competences:

Position in the Project	Role	Required Competences
Steering Committee (SC): Director, Rectors (Rectors' delegates), Ministerial Members	A Steering Committee (SC), as a body of appointed members, composed by higher representatives of partner institutions (i.e. Director, Rectors, Ministerial Members). The SC will review the overall project implementation, also identifying dissemination activities and the involvement of financial supporter for the system deployment. SC meetings will be organized under the request of the partners and according to the project conditions and requirements.	Knowledge of Project objectives, outcomes and outputs
Local Coordinators	A Technical/Administrative Board (TB), composed by project representatives from each partner, it will meet on a regular basis supervising the full standards programme and promoting its speedy execution by carrying out project work in accordance with the different tasks and activities. It monitors project methodological procedural and financial progress and supervises its compliance with the programme obligations, proposes and approves changes in the agenda, intervenes for the resolution of any possible incoming problems. The TB will represent as well the Quality Committee	-local coordinators must be involved from the beginning at the end of project and reply due time to all problems that can arise; -local coordinators are in charge with the collection of the necessary documents requested by Project coordinator, based on European rules, auditor requests and Guidelines for the use of Grant; -local coordinators are the main reference point for the project coordinator as main facilitator of communication among the partners
Working Group <i>IT staff</i>	Composed by technology officer, system designer, supervisors and developers, will be in charge of the development and monitoring of the database, of the set up of pilot modules, of coordinating the activities of the local group of IT experts appointed by the Universities. It will be also in charge of system quality control and new universities/data insertion in the Voyage Platform. IT staff will develop the National Center for Graduate Tracking' Portal.	<ul style="list-style-type: none"> • University domain skills o Good knowledge of local University information system (students/graduates management system) o Good knowledge of Vietnamese Higher Education System • Data Management o Excellent knowledge of SQL o Good knowledge of data extraction and conversion techniques (ETL) o Deep knowledge of XML and XML schema • Programming o Basic knowledge of web technologies (HTTP, HTML, Javascript, CSS) o Experience in server-side programming (php, asp.net) with database access and session management • Data Warehouse o Data modelling and data mart design o Reporting and querying tools
<i>Researcher</i>	Composed by researchers and statisticians, will be in charge of exploiting the information (collected through the database) by producing the analysis. The team will set up methodology and relevant indicators for data treatment and survey organization	The team should be composed by researchers, professors other staff with knowledge in the fields of sociology, economy, statistic, law and economics, political science, international relations or other affiliated fields; Some suggested competences: - knowledge of labour market (from economic, sociological and or legal point of view); - data entry - data analysis (development of descriptive statistics through graphs and tables) - database cleaning - identification and management of missing answers - production of (synthetic and comprehensive) graphical representations
<i>Administrative staff/others</i>	Staff in charge of collecting project documentation, in particular university staff in charge of collecting graduates' administrative data, perform CATI interviews and other team in charge of project dissemination at local/national and international level.	-knowledge of University data store and data management system; -knowledge of Higher Education system; -knowledge of project dissemination plan and strategies; -knowledge of social networks -knowledge of project and European rules of Erasmus+ Projects

3.3. Resources used according to work packages type and working days (1)

The partner will involve the staff

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 (2)

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 (3)

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 (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

3.4 Partner 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 the all 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 advises;
- 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 the all 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 newcomers 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.).

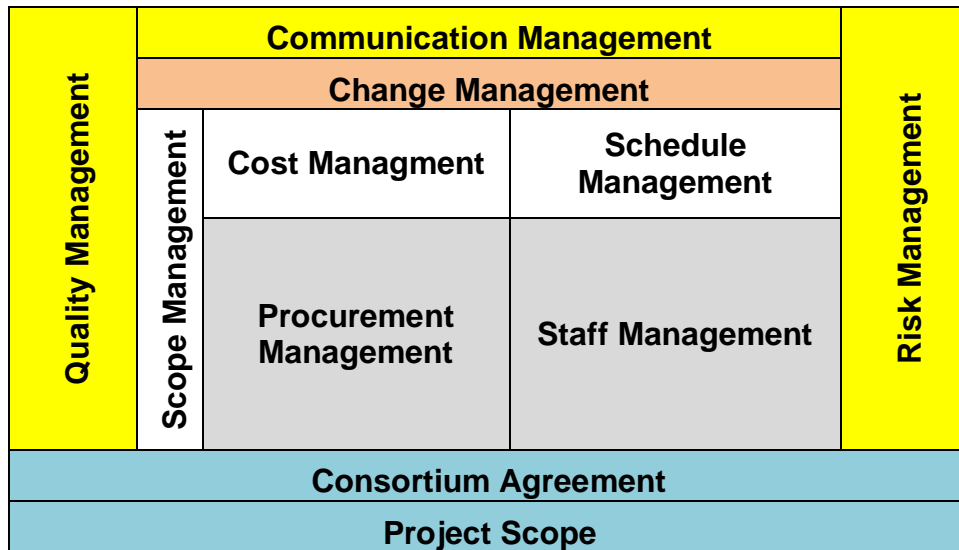
4. MANAGEMENT PLAN

4.1 Project management structure/approach

The management plan (guidelines) includes a preliminary schedule with approximate dates and contents of the planned meetings during the overall project duration.

Overall, project management encompasses technical, financial and administrative coordination as well as the supervision of various activities within the project. To manage a project of the size and complexity of MOTIVE project, a professional and flexible management structure is vital. Transparent decision-making processes are required to both encourage project development and foster confidence amongst the project consortium. Conflict management should be focused on prevention and be apparent from project commencement. Clear and pragmatic decision-making and communication pathways and prompt reporting mechanisms are necessary.

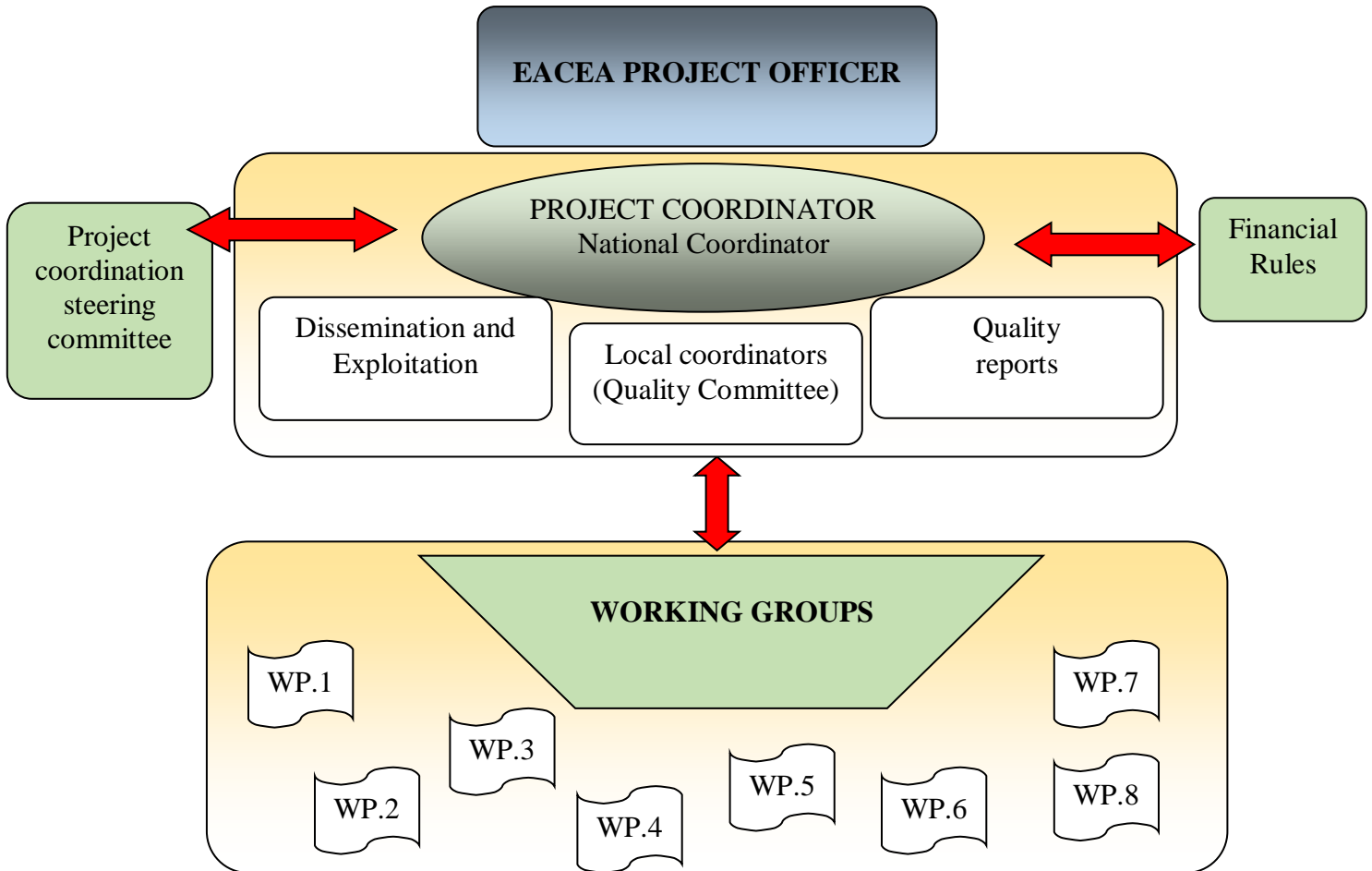
MOTIVE project management is founded on the Technical Annex of the project which is part of the contract with the European Commission. It draws from the Technical Annex the project scope and baselines. The Consortium Agreement is based on the contract with the European Commission and is another legal instrument establishing the fundamental rights and obligations in the relationships between partners. Quality and risk management are the external walls. They permeate all activities of the project and act as safeguards. Quality is assured and risks are assessed for both project products and project management practices. All activities end with the communication of decisions, changes and actions to consortium members and the European Commission. These are the activities which bound project management for MOTIVE Project as it is shown in the figure below:



The MOTIVE project management takes into account all the partners' interests and expertise, including transparent activities, in order to ensure an effective project's time-plan and execution. The main objectives of the project management that have been defined are to:

- ensure the effective administrative, financial and technical management of the project,
- identify quantifiable and targeted measurement criteria of project progress and clear milestones,
- ensure that the project results are achieved within the proposed resources (time, cost, resources),
- to apply quality assurance measures to all project related procedures and products,
- to provide successful dissemination of project's results and apply efficient exploitation activities and finally
- strengthen the co-operation of all project partners and external participants.

The figure below illustrates the coherent and highly structured management scheme that has been designed for the effective management and co-ordination of the MOTIVE project:



WP leaders:

WP.1	Consorzio Interuniversitario AlmaLaurea -	ALMALAUREA
WP.2	Consorzio Interuniversitario AlmaLaurea -	ALMALAUREA
WP.3	Vietnam National University of Agriculture -	VNUA
WP.4	Agencia Nacional de Evaluacion de la Calidad y Acreditacion -	ANECA
WP.5	Academy of Journalism and Communication -	AJC
WP.6	Hanoi University -	HANU
WP.7	Universitat de Barcelona -	UB
WP.8	Consorzio Interuniversitario AlmaLaurea -	ALMALAUREA

Monitoring and Evaluation

These activities provide the entire Project Consortium with hard evidence about how actions are implemented, to improve their design, efficiency and accountability.

Monitoring

Monitoring is a standard part of the quality management cycle. Monitoring can have different objectives. They aim principally to:

- assess the implementation of successful project management strategies (legal aspects, regularity and sound financial management);
- provide advice and support to all beneficiaries in the implementation of the project activities from both operational and financial perspectives; inform them of the practical rules of daily management;
- monitor the correct execution of the projects, in line with the operational and financial plans;
- identify any potential problems during the project implementation;
- identify best practices and lessons learned, and demonstrate the European added value of the Erasmus + Programme;
- contribute to the achievement of the EU policy priorities as described in the call.

In general, project monitoring should allow follow-up the project performance and results through smooth cooperation between all partners involved.

Monitoring process is aimed to have a systematic collection of data on specified indicators to provide the entire partnership and the main stakeholders of an on-going activities planned, with indications of the extent of progress and achievement of objectives. Part of monitoring process will be as well the progress in the use of allocated funds received.

Evaluation

Systematic and objective assessment of on-going or completed actions, their design, implementation and results according to the following criteria: relevance, effectiveness, efficiency, sustainability, impact, coherence and EU added-value.

It assesses how well a specific measure has worked (or is working) and whether it is still justified or should be changed.

The Evaluation process of the management will take place through an ad-hoc questionnaire developed and shared with the participants at the end of each meeting planned.

Steering committee (SC)

The steering committee will be appointed and presented to all partners during the Kick Off Meeting.

The SC represents the main actor in project implementation and in coordination of activities. The SC will meet on a regular basis, at least two times every year. The planned meetings for the SC are in months 2, 9, 14, 21, 26 and 31 and they will be devoted in particular to discuss the sustainability issues.

The SC will be chaired by AlmaLaurea, as coordinator. From the beginning of the implementation phase of the project, the coordinator, will present to the SC the plan for managing the activities and deliverables according to the proposal, will lead the entire project team, will design and present the methodologies used on the Project, will establish the schedules and will provide regular updates.

The steering committee will be the first in charge to decide on corrective measures and conflict resolution among partners if needed, based on the indications from the quality committee.

The steering committee is conceived as a strategic framework to ensure vision, mission, responsibility and strategic direction. It will strive to adopt strategic decisions on a consensual basis, having the partnership agreement as main reference point for mutual rights and obligations. In case of divergent opinions, a vote will take place.

4.2 Schedule management plan

This section provides a general framework of the main activities and outputs to be achieved according to work packages planned meetings, available resources and planned costs for the entire Project life cycle.

Once the preliminary schedule management plan has been developed, it will be reviewed and validated by the project team (Quality Committee members).

1st Year (2020)				
Estimated date	February 2020	April or end of June 2020	September/October 2020	December 2020
Place	Bologna, Italy	PTIT, Hanoi	NUAE, Hanoi	VNUA, Hanoi
	WP MANAGEMENT	WP PREPARATION	WP DEVELOPMENT	WP DISSEMINATION/EXPLOITATION
Draft agenda topics	<ul style="list-style-type: none"> -W8 Kick off -WP 8.1 First Steering Committee -WP 5.1 project website and logo -WP 5.4 discussion regarding the contents of "Handbook of best practices for dissemination" (partners presentation on best practices) -Management and financial meeting: -discuss the partnership agreements; -WP 7.1 discussion of management plan and Quality plan and internal communication plan -next steps and task assignment -yearbook 	<ul style="list-style-type: none"> -WP 1 Horizontal training: researchers, IT and administrative staff -WP 5.2 First Dissemination event (inviting new universities); -WP 5.4 State of Art of "Handbook of best practices for dissemination" -WP 2.1 discuss 1st version of questionnaire design -discussions regarding the collection of data for survey (from Voyage platform and from each new university available data) (Ministry will expose its view on policy implementation regarding graduates tracking) -WP 6.1 Sustainability discussion WP 6.1 -Management and financial meeting State of art of equipment acquisition; PAs signed 	<ul style="list-style-type: none"> -WP 8.1 Second Steering Committee -WP 2.1: workshop on comparative graduate tracking (all EU partners will present the best practices on graduates tracking; Vietnamese partners will present the State of Art of graduates tracking in Vietnam); Almaurea will train the researchers on: main purpose of graduates tracking, implementation of surveys, qualitative or quantitative?; data collection procedures; validation of the questionnaire *Ministry will expose its view on policy implementation regarding graduates tracking -collection of best practices to be included in WP 2.3 "Recommendation and insights for methodology definition" -WP 6.1 presentation of the Voyage platform with new universities -WP 6.3 Starting discussion regarding National center for Graduate Tracking Management and financial meeting; -WP 7.1 Quality Report presentation (first report) + External expert report 	<ul style="list-style-type: none"> -WP 5.2 Second dissemination event; -WP 4 Workshop 1 : "Quality assurance mechanism and approaches and its governance within the Vietnamese institutions" under WP 4.1: "How to use graduates surveys on data for supporting governance reform and QA in Higher Education"; * ANECA will play the main role (Leader of WP 4) -WP 2.2 Draft version of the questionnaire -WP 2.3 definition for survey methodology (CAWI, CATI); starting the on line survey from January 2021 for survey 2019 Graduates (2 years from graduation) -WP 5.4 Presentation of the "Handbook of best practices for dissemination" -WP 4.2 Launching call for paper for students -Management and financial meeting
HR resources (n participants)	45	45	45	45
Costs planned (travel, stay, interpreters, printing, etc.)	€ 83.660,00	€ 36.260,00	€ 36.260,00	€ 36.260,00

2nd Year (2021)

Estimated date	February 2021	April/May 2021	September/October 2021	December 2021
Place	Barcelona, Spain	TNU, Thai Nguyen City	AJC, Hanoi	Bologna, Italy
	WP QUALITY	WP DEVELOPMENT	WP DISSEMINATION/EXPLOITATION	WP DISSEMINATION/EXPLOITATION
Draft agenda topics	<p>WP 5.2 Third dissemination event (first in Europe);</p> <p>WP 7 First quality meeting (external expert)</p> <p>WP 8.1 Third Steering Committee</p> <p>WP 6.2 (6.3; 6.4) Portal Set Up discussion of contents and structure; stakeholders network creation</p> <p>WP 2.1 Remind email to graduates for filling the questionnaire</p> <p>-Management and financial meeting</p>	<p>WP 2.3 Presentation of the methodological recommendation paper on Graduates tracking</p> <p>WP 5.2 Fourth Dissemination event</p> <p>WP. 3.1 data collection (second email remind + CATI)</p> <p>- WP 7.1 Quality Report presentation (Second report) + External expert report</p>	<p>-WP 5.2 Fifth dissemination event;</p> <p>-WP. 4 Workshop 2 : "Self.assessment tool on scanning the key competences for employability acquired along the degree studies" under WP 4.1: "How to use graduates surveys on data for supporting governance reform and QA in Higher Education";</p> <p>* INCOMA will present, explain and propose the tool developed for self assessment of key competences (a workshop with students will take place);</p> <p>-WP 4.2 Selection the winner of call for papers</p> <p>-WP 8.1 Fourth Steering Committee</p> <p>- Management and financial meeting</p>	<p>-WP 5.2 Sixth dissemination event</p> <p>-WP. 4 - WP 4.2 First Conference named "One belt one Road - China-Indochina Peninsula Corridor", under WP 4.2 (Evidence based policies for developing the higher education sector within society") ;</p> <p>*The winner of the call for papers with the topic "Graduates and Labour Market" will be invited to Bologna to present the paper;</p> <p>-WP 6.2 Progress of Portal creation;</p> <p>-WP 6.3 presentation of a draft version of Sustainability agreement; 6.4 data base of stakeholders presentation (at least 15 stakeholders)</p> <p>-Management and financial meeting</p>
HR resources (n participants)	45	45	45	45
Costs planned (travel, stay, interpreters, printing, etc.)	€ 81.100,00	€ 56.880,00	€ 34.040,00	€ 78.860,00

3rd Year (2022)

Estimated date	February 2022	April/May 2022	July 2022	November 2022
Place	HTC, Hanoi	HALOU, Uong Bi City	Graz, Austria	HANU, Hanoi
	WP MANAGEMENT	WP DISSEMINATION/EXPLOITATION	WP DEVELOPMENT	WP DISSEMINATION/EXPLOITATION
Draft agenda topics	<p>WP 8.1 Fifth Steering Committee</p> <p>WP 5.2 Seventh dissemination event</p> <p>WP. 3.2 Analysis of data collected: training for researchers</p> <p>WP 6.3 National center for Graduates tracking: structure definition and sustainability agreement; 6.4 data base of stakeholders presentation</p> <p>6.2 Presentation by HANU IT team of the draft version of the Portal of the National center for Graduates Tracking;</p> <p>-Managment and financial meeting</p>	<p>WP. 4.2 Second Conference named "Evidence based policy and higher eductaion: progress, pitfalls and promise" , organized under WP 4.2 ("Evidence based policies for developing the higher education sector within society") ;</p> <p>*Topics: political dialogue on the governanece of HE; labour market priorities in Vietnam; gradautes mismatches; cooperation University enterprises;</p> <p>*to be invited local authorities, local companies, etc.</p> <p>WP 6.3 Sustainability agreement;</p> <p>4. Quality Report presentation (Third report) + External expert report;</p> <p>WP 3.2 Preliminary discussion regarding the structure of the Pilot report on Graduates tracking</p>	<p>WP 5.2 Eight Dissemination event;</p> <p>WP 8.1 Sixth Steering Committee</p> <p>WP 6.4 Presentation of the "Stakeholders network creation";</p> <p>WP 6.5 Presentation of the Guidelines for Graduates Tracking Survey;</p> <p>-Mangement and financial meeting</p>	<p>WP 5.2 Final conference - Ninth dissemination event;</p> <p>WP 3.3 Presentation of the pilot "Graduate tracking report and quality assurance";</p> <p>WP 6.3 Sustainability agreement signed</p> <p>Presentation of the final financial report and budget expenditures</p>
HR resources (n. participants)	45	45	45	45
Costs planned (travel, stay, interpreters, printing, etc.)	€ 34.040,00	€ 55.400,00	€ 78.790,00	€ 38.260,00

4.3 Risk management

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 are envisaged:

RISK MANAGEMENT

Challenges	Contingency plans
Commitment and motivation of partners	<ul style="list-style-type: none"> -Expectations are constantly communicated to partners -Some WP’s will be led by Vietnamese partners to increase their involvement in the project-
Cultural differences/language barriers	<ul style="list-style-type: none"> -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	<ul style="list-style-type: none"> -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)	<ul style="list-style-type: none"> -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	<ul style="list-style-type: none"> - Either distribution of the withdrawee’s assigned work among the rest of the MOTIVE Partners or its replacement by a new, partner with similar expertise (e.i. the University Associate Partner); in advance³ will be informed immediately the Project Officer.
Delays due to lengthy procedures: tendering, etc.	<ul style="list-style-type: none"> -The Coordinator will ask the Project Officer about the best procedure for equipment purchase, taking into consideration the Vietnamese legislation (e.i

	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 <i>Force Majeur</i> 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 of 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. 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.

4.4 Partnership Agreements

The Partnership Agreements (PA) designed, drafted and shared with all partners, take into consideration each Partner internal rules and is signed at the beginning of the project and sent it to EU.

Basically the partnership agreement is set in place to deal with every possible situation where there might be confusion, disagreement, or change.

The Partnership Agreement set up the roles and responsibilities of each partner and to describe how decisions are made, managing procedures, roles, duties and responsibilities.

The PA will include as well a detailed financial implementation modalities, remuneration modalities of the staff involved at each partner level, reimbursement modalities, grant transfer, etc.

In the partnership agreement are described as well how eventual disputes will be handled.

The Coordinator:

- Oversees the implementation of activities
- Manages the funds of the project
- Ensures the respect of CBHE rules
- Cooperates closely with the key institutional services in his/her organisation
- Central communication point with project partners and external stakeholders
- Is in regular contact with the EACEA (through the project officer)
- Submits interim and final reports and requests for payment to EACEA

The Partners must:

- know the proposal and the expected results
- know their role and responsibilities
- know the contractual framework & the financial rules
- respect the Partnership agreement
- work in full transparency with the coordinator (inform of any changes/delays)
- have the full support of their organisation
- be aware of any institutional and/or legal constraints that can affect the project implementation!

All the Partners will:

- Implement activities under their responsibility
- Support the coordinator (e.g. providing information and supporting documents for reporting)

- Cooperate with the key institutional services in their organisation
- Contribute to the dissemination of the project results in their organisation, community and/or region

The Partner Country Partners

Partner Country partners are responsible for:

- Enhancing Project results relevance / added value
- Awareness raising & Dissemination
- Identifying and involving target groups and local stakeholders
- Respecting national requirements / legal constraints

4.5 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 (<http://motive-euproject.net/>)

5. INTERNAL COMMUNICATION PLAN

5.1 Scope of the Plan

The internal communication plan is aimed at ensuring that information is shared with appropriate audiences on a timely basis and by the most effective means through the formalisation and scheduling of all communication and dissemination actions that can be carried out in the framework of the project.

More specifically, the objectives of the internal communication plan are:

- i) to inform stakeholders of the expected benefits of the project and its progress of development;
- ii) to actively involve stakeholders and encourage their interaction;
- iii) to establish and maintain mechanisms for effective and timely communication.

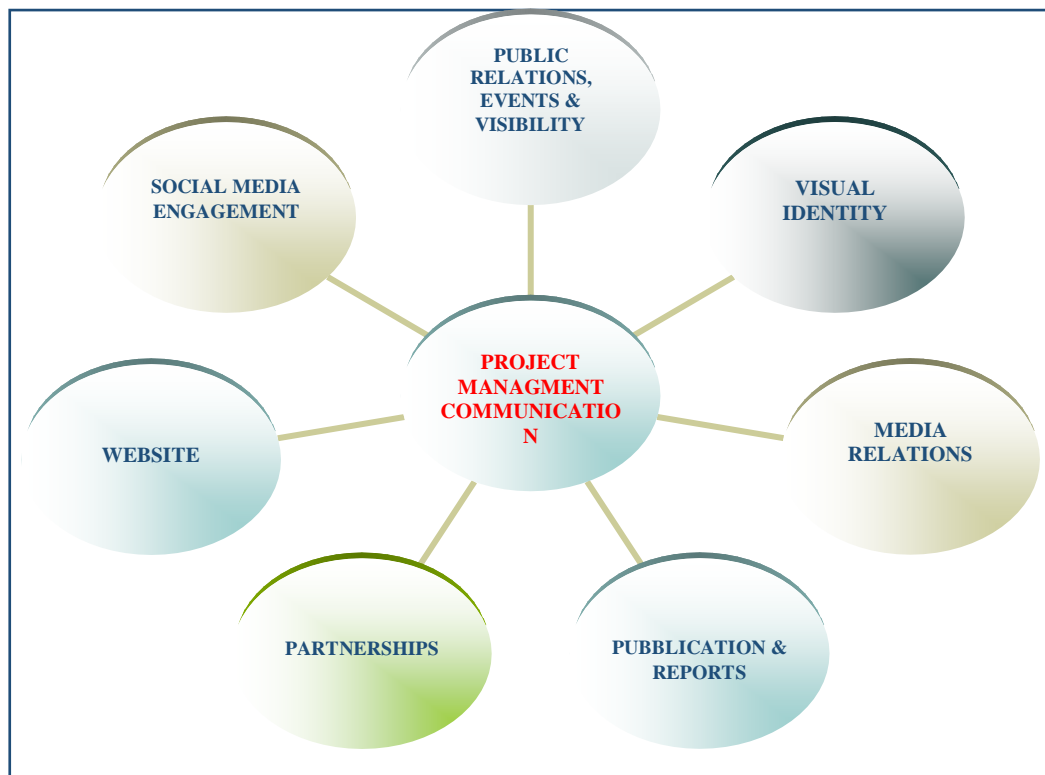
Ongoing, on-time, effective communication among partners are ensured through a set of methodology: i.e. meetings, project website' forum, document/ news area. The project website will be continuously updated with meetings' minutes, all updates and documentation, to foster an efficient monitoring by all the partners and a correct reporting. Workplan allows the consortium to share the assigned tasks and progress.

The Vietnamese National project coordinator (Country Manager) belonging to Hanoi University will play a crucial role in collecting the partners' inputs/feedbacks, in reporting them to the project coordinator so to avoid major conflicts and providing solutions to eventual shortcomings.

The main tools that are used for internal communication among partners are represented by (two way communication):

- Dialogues and face-to-face conversation with each partner;
- Group discussions in occasion of other meetings;
- Conferences;
- Interviews/press conference;
- Field visits (if necessary the coordinator will visit the partners);
- Round tables (if necessary in occasion of other planned meetings, round tables will be organized);
- Meetings/Workshops;
- Telephone calls/Skype/Whatsapp;
- E-mail;
- Motive Project Website.

Communication chart – MOTIVE Project



5.2 Quality of promotional materials

Communication and dissemination activities of the project will adhere to the Dissemination and Exploitation Plan (WP.5) of the project. All promotional materials will reflect the visual identity of the project and the Erasmus+ Programme.

The project partner Academy of Journalism and Communication (AJC) is the WP leader.

The draft versions of materials will be sent to all partners for comments and suggestions, before printing, publishing and distribution. The materials will be disseminated by all project partners at events which are relevant to reach the project's target group (i.e. not only events organized by the project itself, but also general events with a focus on research, technological development and innovation as well other events that see involved each partner).

5.3 Quality of websites and other electronic tools

The project envisages setting up the public (<http://motive-euproject.net/>) web-site and platform as intranet tool for project management. Moreover, Facebook page – either in the form of the fan page or the group, will be established, in order to ensure project's visibility in the social media sphere. All representation tools will be continuously updated by the partners and are intended to effectively communicate the results of the project. For that purpose, partners will communicate to coordinator any news and/or event held at local level in order to deliver the news on organized or attended event along with necessary material for posting on the project website (agenda, list of attendees, photos, meeting minutes, etc.), while the leader of Dissemination WP , AJC, will manage and social media tools (e.i. Facebook, etc.) or other social that are more used in Vietnam, based on their competences and experience in the field of communication.

AlmaLaurea, as coordinator, will be responsible for setting up and maintaining the MOTIVE web-site with all information and materials received from project partners.



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Moreover, all partners are asked to promote MOTIVE project on their websites (by linking the MOTIVE Project web site to their news/internationalization and/or Projects page) and other electronic tools (such as: Facebook, Twitter and LinkedIn profiles/groups, newsletters, etc.) by providing short description of the project, logo and link to MOTIVE website.

The MOTIVE website can be accessed by all partners depending on their assigned tasks and roles. It will be the single point of reference for the project documentation and communication among partners. All tools will be implemented with high performance, good functionality and stability, emphasizing the maximum reach and awareness of the target audience.