Call for Proposals 2017 - EAC/A03/2016

Strengthening the Vietnamese Higher Education System to improve graduates' employability and entrepreneurship skills / V2WORK

DETAILED DESCRIPTION OF THE PROJECT

(To be attached to the eForm)

Version 1 (2017) – 20.10.2016

PART D - Quality of the project team and the cooperation arrangements

D.1. Organisations and activities

This part must be completed separately by each organisation participating in the project (applicant and partners).

Partner number		P1
Organisation name & acronym	University of Alicante - UA	

D.1.1 - Aims and activities of the organisation

Please provide a short presentation of your organisation (key activities, affiliations, size of the organisation, etc.) relating to the area covered by the project (limit 2000 characters).

The UA, founded in 1979, is one of the youngest universities in Spain and considered to be one of the most innovative and fastest-developing. More than 330000 students (including 3000 international students) are enrolled in 7 Faculties and 60 departments, offering more than 50 degrees in all scientific areas.

The UA has extensive experience coordinating EC funded projects in different programmes. In Tempus, the UA has coordinated projects in quality & accreditation, university-enterprise partnerships, IP & innovation, and curriculum development, and other topics directly related to the scope of the present proposal.

The Career Service at the University of Alicante (GIPE) is a centre created in 1995 depending on the Vice-presidency of Students Affairs. The centre is currently divided into 6 different service: (1) Career Guidance (2) Employment service (3) Entrepreneurship programs (4) Extra-curricular internships (5) Labour Market Analysis and (6) Professional training programs. However, since the centre was created, GIPE was involved in several European programs as Leonardo Da Vinci, EQUAL, as well as National and Regional programs as OPEA's, PIE's, etc. Currently the service is a certified Employment Agency member of Public Employment Service and also an active partnership of both university employment networks RUNAE (National network of students affairs -76 universities-) and 5UCV (5 Valencian Community universities -5 universities-), being both networks particularly active in creating employment and entrepreneurship programs ay national and regional levels.

GIPE is now being integrated with other several students services including mobility, students support unit or ALUMNI to create a unified CAREER CENTRE where programs are being coordinated to provide an integral sutident and graduate support centre under an holistic structure and philosophy design.

Please describe also the role of your organisation in the project (limit 1000 characters).

WP1. UA as WP leader will lead the drafting of the methodology, dissemination strategy and analysis of results, coordination of the report drafting, as well as the organisation of the Study Visits.

WP2. UA will support UC in organisation of trainings, participate in capacity building definition, will create training materials and provide trainers for ToTs and will receive PC staff for a practical workshop.

WP3. UA will support HUST in preparing guidelines for tasks. Will review PC Action plans. Will incorporate Career Centre information into V2WORK website. Will prepare E-learning Platform on project website. Will provide feedback on Network documents. Will support HUST in leading the drafting of the Report.

WP4. UA will support WP leader and will support PC HEIs to develop careers day; and will support the production a framework for the Enterprising Ideas Competition

WP6. UA will support UD in drafting of the dissemination plan. UA will lead in preparation of original dissemination materials and will be responsible for setting-up and maintaining project website in English.

WP7. UA will support NTU in the preparation of the Quality Assurance Plan, will be an active participant in QB virtual meetings and will be involved in assessment of project activities and deliverables.

WP8. UA WP leader. Will be in charge of monitoring project implementation, reporting with the funding authority, project meeting organisation in cooperation with host partner, proper financial management. Will chair the PMB. Will host the Kick-off Meeting and be responsible for the correct set up of the management tools and drafting of Management Manual. Will provide templates for reporting.

D.1.2 - Operational capacity: Skills and expertise of key staff involved in the project *Please add lines as necessary.*	
Name of staff member	*Summary of relevant skills and experience, including where relevant a list of recent publications related to the domain of the project.*
Dr Roberto Escarré	Dr Roberto Escarré is Director of OGPI. He holds a PhD in Economics of Education and degree in International Relations from Amsterdam School of International Relations and in Innovation by OEI and the University of Oviedo. He is an Associate Professor of the Department of Applied Economics, specializing in EU Economics. In the past 15 years Roberto has coordinated over 50 international projects in areas of management of higher education in over 100 countries. Escarré has been a member of the Advisory Committee of ASEM Education Hub and is now part of the Editorial Board Journal of Arts, Science and Technology (JAST). Escarré has worked as an expert and evaluator for various international organizations like the European Union, the European Patent Office or the European Foundation for Management Development (EFMD).
Dr. Ester Boldrini	Dr. Ester Boldrini is Deputy Director of the International Project Management Office of the University of Alicante. She has a PhD in Computational Linguistics and a European Master on English and Spanish for Institutions, Enterprises and Business from the University of Alicante in addition to the degree in Linguistic Mediation for Institution, Enterprises and Business from the University of Tuscia, Italy and she is also EFQM Master Assessor. Specialist in international development cooperation in the field of Higher Education sector and especially on topics related with the Bologna reform of Higher Education (quality assurance, innovative teaching methods and study programmes alignment with labour market needs). Ester is a coordinator of numerous initiatives from public and private donors worldwide (Africa, Latin America, Europe, Eastern Europe), she has also been invited as external expert in the framework of different European projects. She is author of many publications in the sector of Higher Education and Computational Linguistics.
Victor Climent	Degree in Sociology. Postgraduate in Advanced Methods of Applied Statistics. Head of guidance for self-employment and labour market analysis (University of Alicante). Professor of Sociology at the University of Valencia. He has participated in several TEMPUS projects (UNIWORK, MEDAWEL, SWING, BUILD). Also participated in several projects financed by the European Social Fund, international: (EQUAL), and regional (OPEA). Scientific production on employment and self-employment topics as well as inequality and the relationship between the new forms of employment and social stratification in Spain.
Cristina Beans	Cristina Beans has a Bachelor's Degree in Biology and an MBA in Project Management. Has experience in research, teaching and international projects. Works for the International Project Management Office (OGPI) at the University of Alicante. Has worked on several EU-funded projects (from the TEMPUS, FP7 and Edulink programmes) either representing the UA in the consortium or managing the project for the UA (coordination of the TEMPUS UNIWORK and Edulink projects IP4GROWTH and SUCCEED Network). In the framework of

	UNIWORK developed a training program for staff from 12 Central Asian HEI Career Centres and worked with them on the development of said Career Centres.

Partner number		**P2**
Organisation name & acronym	University of Sheffield (TUoS)	

D.1.1 - Aims and activities of the organisation

Please provide a short presentation of your organisation (key activities, affiliations, size of the organisation, etc.) relating to the area covered by the project (limit 2000 characters).

With nearly 27,000 students from 125 countries and 1,181 academics from all around the world, the University of Sheffield (TUoS) is one of the UK's leading universities. A member of the Russell Group, TUoS has a reputation for world-class teaching and research excellence across a wide range of disciplines. The University of Sheffield has been named University of the Year in the Times Higher Education Awards 2011 for its exceptional performance in research, teaching, access and business performance. In addition, the University has won four Queen's Anniversary Prizes, recognising the outstanding contribution by universities and colleges to the United Kingdom's intellectual, economic, cultural and social life. TUoS has a strong history of industrial and civic engagement and is a key driver in the growth the region's entrepreneurial and technology based capability. University of Sheffield Enterprise (USE) is the central University unit delivering a wide range of curricula and extra-curricula enterprise and entrepreneurship support in partnership with other parts of the University and a range of external partners. At the forefront of developing an enterprising curriculum in the UK, helps provides opportunities for students to become creative problem-solvers, apply their academic knowledge into real life situations and develop skills managing limited resources under uncertainty. This translates into a richer learning experience and a boost to the students' confidence and employability. The University is recognised as a national leader in entrepreneurship education. This year, we were shortlisted for the Duke of York Award for University Entrepreneurship. University of Sheffield Enterprise (USE) supported the formation of 46 businesses in 2015-16, raising almost £2.5m in investment funding.

Please describe also the role of your organisation in the project (limit 1000 characters).

WP1. TUOS will contribute to the definition of the methodology, results analysis and drafting of the report. Will host a Study Visit.
WP2. TUOS will participate in capacity building definition, will create training materials and provide trainers for ToTs and will receive PC staff for a practical workshop.
WP3. TUOS will review PC Action plans. Will provide feedback on Network documents. Will support HUST in organisation of National EIC. Will contribute to the Report.
WP4. TUOS WP leader. TUOS will support PC HEIs to develop appropriate employment skills and entrepreneurship services; support the implementation of the enterprising ideas competition; and support the implementation of the careers day and will produce a framework for the Enterprising Ideas competition
WP5. TUOS will provide feedback on Policy White Paper. Will participate in and contribute to National Conference.
WP6. TUOS will attend and contribute to the Final Conference and will disseminate project activities and results.
WP7. TUOS will be an active participant in QB virtual meetings and will be involved in assessment of project activities and deliverables.
WP8 TUOS will provide administrative, financial and technical information & reports and will attend project meetings. Will designate a member for PMB.

D.1.2 - Operational capacity: Skills and expertise of key staff involved in the project

Please add lines as necessary.

Name of staff member	*Summary of relevant skills and experience, including where relevant a list of recent publications related to the domain of the project.*

Mrs Sara Pates	Sara is the Head of Enterprise and leads University of Sheffield Enterprise. She has a passion for enterprise and entrepreneurship. She has been working in enterprise education for over nine years, supporting student and recent graduates to establish businesses. Her previous experience in HMRC (Her Majesty's Revenue and Customs) as a tax inspector has given her good insight into financial management and how it makes businesses successful. She is currently lecturing in marketing and creating entrepreneurial ventures.
Dr Gary C Wood	Gary is a member of the Enterprise Skills Team in University of Sheffield Enterprise, and Head of Sheffield Engineering Leadership Academy (SELA). He works with academic staff, students and external partners to develop, deliver and support enterprise learning experiences within taught curricula and co-curricular programmes. An experienced higher educator, Gary holds a PhD in Linguistics, and worked as a University Teacher for seven years, before transitioning into education development. He now provides professional development support to staff across the University, to develop their teaching practice and create learning experiences that challenge students to apply their academic learning in innovative ways, whilst building their skills in enterprise and entrepreneurship. As Head of SELA, Gary leads a development programme for engineering students at the University, to enable them to become leaders who create positive impact in research and industry. From 2014-16 Gary led the University of Sheffield's contribution to UNIWORK, an EU Tempus-funded project developing and enhancing careers and employability services in twelve HEIs across Central Asia. He also has experience of designing, developing, and delivering successful International Summer Schools.
Mr Darren Chouings	Darren leads startup support for social entrepreneurs at the University of Sheffield. Alongside supporting the development of these businesses, Darren also designs acceleration programmes that support local enterprise and international partner institutions. This support has been delivered to both Central Asian and South Korean universities. Having worked in enterprise and entrepreneurship education at both the University of Sheffield and Sheffield Hallam University, Darren has gained great experience in supporting student and graduate entrepreneurs and contributing to the wider city's support ecosystem. In these roles he has supported students, designed workshops and presented at both national and international conferences including EEUK events and the International Enterprise Educators Conference. Passionate about entrepreneurship, Darren also manages a UK based international contemporary art events programme (PRISM) and works as a freelance animator and production manager in Europe.
Ms Christina Elliott	Chrissie is currently the Enterprise and Entrepreneurship Research Support Officer for University of Sheffield Enterprise, and has carried out projects focusing on embedded enterprise and entrepreneurship education. In 2014 she was part of the team to win the NEEA 'HE Enterprise Educators Award 2014'. Key project contributions were: Mapping Embedded Enterprise Capabilities across all UG study within The University of Sheffield 2012 -2015, and as Primary Researcher for: Barluenga, M, Elliott, C, and Riley, A. 2013 "Enhancement of curricular enterprise education incorporating students' perceptions and feedback at the University of Sheffield.' Funded by EEUK. 2012 – 2013. Alongside her work at USE, Chrissie is also a formally trained designer, and has worked as an associate design tutor at TUoS Architecture and Landscape Architecture departments for four years. Combining her 12 years of design experience, and prior experience of starting-up and running a social enterprise as Creative Director, Chrissie also delivers design focused/ideas generation workshops, pertinent to the current Design Thinking movement within Entrepreneurship. Her perspective is that design thinking enhances entrepreneurial ideation and development, whilst also equipping students with a knowledge base and tool kit that is both relevant and applicable in a wide variety of situations. She has delivered a broad range of workshops for a variety of projects and clients including being session lead for STARTIFY7: A Pan European Team-Building, Thematically-Focused and Lean-Training Summer Academy System for Young Future ICT Entrepreneurs project, funded within the EU Horizon2020 program. She was responsible for bespoke content relating to 'Creativity & innovation', 'Design thinking' and 'Customer/user journey' and 'Lean thinking/planning'. Chrissie has also supported and mentored at numerous Sheffield StartUp Weekend events.

Partner number	University of Coimbra (UC)	**P3**
Organisation name & acronym		

D.1.1 - Aims and activities of the organisation

Please provide a short presentation of your organisation (key activities, affiliations, size of the organisation, etc.) relating to the area covered by the project (limit 2000 characters).

As the only Portuguese university, Coimbra has become, throughout the centuries, an important cultural pole. The educated linguistic norm of this city had a strong influence over its students, who would later influence the people from other geographical areas. After a period of alternation between the cities of Lisbon and Coimbra, the definite transference occurs in 1537, by order of King John III and with the strong influence of the Santa Cruz Monaster. The University of Coimbra (UC) was, for several centuries, the only university within the cultural and scientific area of Portuguese influence, including former colonies like Brazil and others in Africa.

The University of Coimbra is a public institution of higher education with centuries of experience in education, training and research. Founded in 1290, it was the first – and, until the early 20th century, the sole – Portuguese language-university, singularly characterised by a unique mix of tradition, contemporaneity and innovation that led to its being recognised as **a** *world heritage site by UNESCO in 2013*. As a global university and in line with its own prestige and high international profile, the UC consistently strives to pursue demanding patterns of quality and excellence. Engaging the active participation of the entire academic community, the UC plays a central role in the joint effort to devise and define the future. In that manner, it contributes to the development and well-being of society in general, with due regard for the principles of sustainability and through direct involvement in a wide range of areas. More than 40 research centres, 18 undergraduate courses (1st cycle), 131 masters courses (2nd cycle) and 79 PhD courses (3rd cycle). The UC have around 24.000 students, the majority of them are post-graduate students (10.776 masters and 2576 PhD). Recent surveys have shown 72.5% student' satisfaction with learning and 75% student' satisfaction with teaching.

The Gabinete de Saídas Profissionais (GIP) provides a wide range of services to students and graduates of the University of Coimbra:

Job Search: Information about job offers, including the management of the UC Employment Portal, Management of Summer Internships for UC Student andOrganization of business presentation and recruitment sessions

Careers: Personalized job search guidance**;** Career Counseling; Workshops on the preparation of the Curriculum Vitae and preparation for the interview of professional selection

Employment: Ensure the necessary process for the measurement of the employability levels of the UC courses; Analysis of the academic course of the graduates through the systematic implementation of inqueritos to the graduates.

Please describe also the role of your organisation in the project (limit 1000 characters).

WP1. UC will contribute to the definition of the methodology, results analysis and drafting of the report. Will host a Study Visit.

WP2. UC WP leader. Will lead capacity building definition and implementation, will create training materials and provide trainers for ToTs and will receive PC staff for a practical workshop.

WP3. UC will review PC Action plans. Will provide feedback on Network documents. Will contribute to the Report.

WP4. UC will support WP leader and will support PC HEIs to develop appropriate employability services

WP5. UC will provide feedback on Policy White Paper. Will participate in and contribute to National Conference.

WP6. UC will attend and contribute to the Final Conference and will disseminate project activities and results.

WP7. UC will be an active participant in QB virtual meetings and will be involved in assessment of project activities and deliverables.

WP8. UC will provide administrative, financial and technical information & reports and will attend project meetings. Will designate a member for PMB.

D.1.2 - Operational capacity: Skills and expertise of key staff involved in the project

Please add lines as necessary.	
Name of staff member	*Summary of relevant skills and experience, including where relevant a list of recent publications related to the domain of the project.*
Elísio G. Estanque	Ph. D. (Sociology, UC- 1999) Member of the Faculty of Economics and a senior researcher of Centre for Social Sciences – University of Coimbra (CES), Portugal. Visiting professor in different universities in Europe and Latin America, namely at USP and Unicamp, Brazil. He has been studying and publishing on issues such as social movements and trade unions, labour relations, youth cultures and students movements. With more than 30 years of experience has been involved in many academic activities (in Portugal and abroad) as well as in professional formation and extension programs to the community. He also supervised doctoral students and led research teams in different subject areas, has been a member of the governing bodies of CES, and is now (since Dec 2016) an elected member of the General Council of the University. Since 2008 is a coordinator of the PhD program in Labor Relations; Organized a large variety of initiatives and study programs (within and outside the University).
Paulo Peixoto	Ph.D. (Sociology, UC - 2007).Researcher at the Center for Social Studies. Professor of Sociology at the Faculty of Economics (University of Coimbra). Director of Higher Education –SNESup Review. Director of Observatory for Education Policies and Professional Development (CEiD and CES).Member of the International Council of the International Institute for Research and Action on Fraud and Plagiarism in Higher Education and Research.President (2006-2008) of the Directive Board of National Higher Education Union and actual of the Directive Board.
Claudino Ferreira	Ph.D.(Sociology, FEUC - 2006). Researcher at the Center for Social Studies. Professor of Sociology at the Faculty of Economics (University of Coimbra). Co-Coordinator of the Doctoral Program in "Cities and Urban Cultures" (FEUC/CES); Coordinator of the Joint 1st and 2nd degree Course Coimbra-Bordeaux (FEUC / IEP Bordeaux) Areas of interest: Cities and urban cultures; Sociology of culture and the arts; Cultural policies; Public policies; Tourism; Higher education and training. Author of several articles on those topics
José Miguel Nunes	He works at the Planning and Employability Division - University of Coimbra, since November 2015 on the Academic Management Service. He develops the following actitvities: organization of an annual Job Fair; Career Week; Observatory of Employment, with data collect and report writing; management of the Job Portal, promoting the interaction between students and companies; Summer Internships; spread of information as job offers or internships; maintaining professional networks with other educational institutions and employers, as well as partnerships.
Cecília Machado	She works at the Planning and Employability Division - University of Coimbra, since february 2013 on the Academic Management Service. She is involved in organization of an annual Job Fair; Career Week; Observatory of Employment, with data collect and report writing; management of the Job Portal, promoting the interaction between students and companies; Summer Internships; spread of information as job offers or internships; maintaining professional networks with other educational institutions and employers, as well as partnerships.

Partner number		**P4**
Organisation name & acronym	University of Social Sciences and Humanities – Vietnam National University in Ho Ci Minh City (HCM-USSH)	
D.1.1 - Aims and activities of the organisation		
Please provide a short presentation of your organisation (key activities, affiliations, size of the organisation, etc.) relating to the area covered by the project (limit 2000 characters).		

As a member of Vietnam National University - Ho Chi Minh City, a key centre of Vietnamese education for under- and post-graduate training and for scientific research with high quality and multi-disciplines, the University of Social Sciences and Humanities (USSH) pledges to be one of leading research-oriented institutions of Vietnam in social sciences and humanities, aiming to reach international standards of research institution, comparable to that in the Asia and the world.

The school is always the pioneering institution in terms of offering new academic programs to meet societal demands such as Vietnamese studies, Oriental Studies, Anthropology, International Relations, Tourism, Urban Studies and so on. In addition, the University is the leading institution nationwide in having over 200 registered international students across the world, e.g. Japan, Korea, Laos, Cambodia, the United States, Singapore, Austria, Turkey, Thailand, Australia, in degree programs and over 2,000 students enrolled in short-term courses.

Currently, the University of Social Sciences and Humanities has more than 890 faculty members and non-teaching staff. The percentage of the academic staff holding professorial titles or postgraduate degrees is 98.4 %. There are more than 13,000 full-time students enrolled in 28 undergraduate programs, 38 postgraduate programs and over 10 joint programs in collaboration with international partners.

Its mission nowadays is to train qualified intellectual citizens and to cultivate research fields in line with international standards. The University of Social Sciences and Humanities - Ho Chi Minh City is currently one of the two largest state tertiary education and research institutions in the field of social sciences in Vietnam.

With strong undergraduate, master and doctoral degrees and research programs in social sciences and humanities, the University aims at providing highly qualified human resources with political and moral dignity, practical knowledge and skills necessary to cope with emerging problems and meet the challenges of contemporary issues at the required level of each degree set by the Vietnamese Education Laws.

Please describe also the role of your organisation in the project (limit 1000 characters).
WP1. HCCM-USSH will be involved in the process of survey definition and dissemination, also to non-partner HEIs. It will also implement interviews and contribute to data collection & analysis, report drafting and dissemination. It will participate in the study visit and provide a study visit reflection report.   WP2. HCCM-USSH will participate in the 5 ToT and the practical workshop. Will actively disseminate calls for participation and will replicate the 5 ToTs. Will prepare and deliver 2 online courses.   WP3. HCCM-USSH will prepare Modernisation Action Plan and yearly Action Plans, recognised by higher management. Equipment tendering & purchase. Will create/update Career Centre website and databases. Will contribute to drafting of Network documents. Will join V2WORK Network. Will participate in National EIC. Will provide 2 online courses for E-learning platform. Will participate in Network Sustainability Workshop. Will contribute to Report.   WP4. HCCM-USSH will develop employment skills, employability and entrepreneurship services; deliver and enterprising ideas competition; and deliver a careers day   WP5. HCCM-USSH WP leader. Will establish MSSG&WG and organise Business Brunches. Will organise and host an Employment & Entrepreneurship Ecosystem Forum. Will organise (with support of VCCI & UA) and host National Conference. Will lead PC partners in drafting of Policy White Paper.   WP6. HCCM-USSH will attend and contribute to the Final Conference and will disseminate project activities and results.   WP7. HCCM-USSH will provide 1 expert for QB will be involved in assessment of project activities and deliverables and will integrate quality feedback into daily activities.   WP8. HCCM-USSH will support UA as regional coordinator. Will provide administrative, financial and technical information & reports and will attend project meetings. Will designate a member for PMB.

D.1.2 - Operational capacity: Skills and expertise of key staff involved in the project
Please add lines as necessary.

Name of staff member	*Summary of relevant skills and experience, including where relevant a list of recent publications related to the domain of the project.*
LAM Tran Dinh	He is a permanent Lecturer at University of Social Sciences and Humanities, Vietnam National University – Ho Chi Minh City (USSH-VNUHCM); PhD's degree Institute of Economic Theory and Economic Policy, Innsbruck

	University, Austria in 1998; Being in charge of leading, managing and coordinating the operation of the Center under the Unity of Command mechanism. Be responsible under the law and the Director of Vietnam National University in all activities of the Center; Legally representing the Center in the relationship with organizations, individuals at home and abroad; Participating in Scientific Research; Managing human resources, financial issues and equipment; Promoting international collaboration; Encouraging field-works to support scientific research activities; Participating in the publishing of scientific materials; Organizing language courses.
THIEN Nguyen Dang Vu	He holds a BA's Degree in English Linguistics and Literature; MSc Candidate in Marketing and Communications Management, Stirling University, Scotland; Assisting, managing and cordinating scientific research projects conducted by Vietnamese and foreign researchers, such as Intellectual Property Rights research, Garment Industry study, etc., organizing conferences such as "Vietnam – ASEAN: A practical Strategy for Stronger Community, "Leadership in the Digital Age",etc. Assisting in managing international projects such as ENHANCE (Strengthening national research and innovation capacities in Vietnam) – a collaborated projected with Alicante University, Spain funded by Erasmus+, ALUE training programs for Japanese enterprises, etc.
CHAU Pham Thi Minh	He holds BA's Degree in Oriental Studies. - Supporting in holding seminars, conferences such as "Trade, Industrialization and Structural Reforms in ASEAN", etc. - Supporting foreign researchers in paperwork and carrying out their studies, coordinating the working progress of projects, doing administration works.

Partner number		**P5**
Organisation name & acronym	TRA VINH UNIVERSITY (TVU)	

D.1.1 - Aims and activities of the organisation

Please provide a short presentation of your organisation (key activities, affiliations, size of the organisation, etc.) relating to the area covered by the project (limit 2000 characters).

Tra Vinh University (TVU) provides multi-level, multi-discipline and articulation training programs from high school programs, short and long-term courses, undergraduate and post graduate programs to all learners at all ages with the care for women, ethnic minority and people with special need; meeting the long-life learning demand for learners; closely linking to enterprises and employers in order to ensure skill-driven training and ensure the best employment opportunity for learners; aiming at a typical university in professional educational system in Vietnam and success in international integration. Its motto is to "bring the quality learning opportunity for community.

Established since 2011, the number of students at TVU keeps increasing up to more than 20 thousands with different types of training from full time, part time and distance learning. In order to support students with job opportunity, the University has conducted many activities including Business Start Up which is organized for five years with the aim of seeking the ideas among students and developing the essential skills for starting and running up a business. Also, early this year Incubator Centre is established to give sustainable and frequent support to students when they need help.

Please describe also the role of your organisation in the project (limit 1000 characters).

WP1. TVU will be involved in the process of survey definition and dissemination, also to non-partner HEIs. It will also implement interviews and contribute to data collection & analysis, report drafting and dissemination. It will participate in the study visit and provide a study visit reflection report.

WP2. TVU will participate in the 5 ToT and the practical workshop. Will actively disseminate calls for participation and will replicate the 5 ToTs. Will prepare and deliver 2 online courses. Will host ToT5.

WP3. TVU will prepare Modernisation Action Plan and yearly Action Plans, recognised by higher management. Equipment tendering & purchase. Will create/update Career Centre website and databases. Will contribute to drafting of Network documents. Will join V2WORK Network. Will participate in National EIC. Will provide 2 online courses for E-learning platform. Will participate in Network Sustainability Workshop. Will contribute to Report.

WP4. TVU will develop employment skills, employability and entrepreneurship services; deliver and enterprising ideas competition; and deliver a careers day

WP5. TVU will establish MSSG&WG and organise Business Brunches. Will organise and host an Employment & Entrepreneurship Ecosystem Forum. Will participate in and contribute to National Conference. Will participate in drafting of Policy White Paper.

WP5. UA will support HCM-USSH in preparing guidelines for tasks and organising main events (E&E Ecosystem Fora and National Conference). Will provide feedback on agendas & participants and logistical support for organisation of Employment & Entrepreneurship Ecosystem Fora. Will provide feedback on Policy White Paper. Will participate in, support organisation and contribute to National Conference.

WP6. TVU will attend and contribute to the Final Conference and will disseminate project activities and results.

WP7. TVU will provide 1 expert for QB will be involved in assessment of project activities and deliverables and will integrate quality feedback into daily activities.

WP8. TVU will provide administrative, financial and technical information & reports and will attend project meetings. Will designate a member for PMB.

D.1.2 - Operational capacity: Skills and expertise of key staff involved in the project
Please add lines as necessary.

Name of staff member	*Summary of relevant skills and experience, including where relevant a list of recent publications related to the domain of the project.*
Dr. DIEP, Thanh Tung	From 2005, Dr. Diep Thanh Tung has participated as a group leader of consultant group of international project related to enterprise development as Household Economic Survey by ILO (International Labour Organization), Need assessment and planning for building capacity of Small and Medium Enterprises and labours in Soc Trang, Need Assessment for Enterprise Demands of Support Services, Capacity Assessment for Public Sector's Roles in Supporting Small and Medium Enterprises in Tra Vinh Proivnce. At the present, Dr Diep Thanh Tung is the member of the Council of Start Up Competition in Tra Vinh University. Meanwhile, he is conducting a research on Business Start Up Environment in Vietnam and the Philippines, a project by the two universities, Tra Vinh University and Sothern Leyte State University.
Mr. Nguyen, Thanh Hung	Mr. Nguyen Thanh Hung is a Ph.D candidate in Business Administration. His research focus on Business Start Up. In 2009, Mr. Hung is the group leader of the group survey for the project of Survey and Assess the impact of business course on radio in the two provinces Vinh Long and Tra Vinh by Project for Improving Market Participation of the Poor in Tra Vinh province From 2011-2014, Mr. Nguyen Thanh Hung is the one who was in charge of Business Start-up program for the students. This is the competition at university level to seek for the Start Up ideas and the sponsor for the implementable ideas.
Ms. Truong Thi Hong Giang	Ms. Truong Thi Hong Giang used to be the staff of Department for Planning and Investment. Now, Ms Truong Thi Hong Giang is the key teacher of Business Start Up courses in different programs at Tra Vinh University. Ms. Giang is one the people who initiate the Start Up ideas among students and the co-founder of Students Café Club which is a model of business start up of students. She is also the one to assess for the start up ideas and train the students to develop implementable plan.

Partner number		**P6**
Organisation name & acronym	Thu Dau Mot university -TDMU	

D.1.1 - Aims and activities of the organisation

Please provide a short presentation of your organisation (key activities, affiliations, size of the organisation, etc.) relating to the area covered by the project (limit 2000 characters).

Formerly known as Binh Duong College of Pedagogy (from 1976 to 2009)-a prestigious pedagogy training foundation of Binh Duong Province, which provides the lecturer forces with high professional knowledge and enthusiasm for the younger generations.

Thu Dau Mot University was founded on June 24, 2009. The missions of the School are training high-quality human resources to serve the socio-economic development of Binh Duong Province, the provinces of South-eastern region, the key economic zones of Southern region and the whole country; scientific researching, applications and transferring science and technology to provide products and services for the market.

About the international cooperation, the School establishes the cooperation, linking training with over 30 educational units in the world; at the same time, the School concludes the cooperation to supply high-quality labor forces for foreign businesses, which are located on the areas of Binh Duong Province. Besides, from 2010, the School has supported to train for 30 Laos students, especially, in two majors: Economics and Information Technology, who are studying and researching at school.

In the development strategy up to 2020, Thu Dau Mot University strives to build training system, consists of 36 undergraduate academic ology, 22 master ology,9 doctor ology with the size of 15.100 students: University: 14.000, Master: 1.000, Postgraduate:100.

The School will become a training foundation, which can keep pace with other reputable universities within the country and proceed to reach the standard of higher education in the areas and all over the world.

About the international cooperation, the School establishes the cooperation, linking training with over 30 educational units in the world; at the same time, the School concludes the cooperation to supply high-quality labor forces for foreign businesses, which are located on the areas of Binh Duong Province. Besides, from 2010, the School has supported to train for 30 Laos students, especially, in two majors: Economics and Information Technology, who are studying and researching at school.

By the year 2025, the proportion of the training industry-oriented research is 40% of the total training ology, progresses to reach the 60% rate (the proportion of the development-oriented research university)

Centre for Enrolment and Labour Market of Thu Dau Mot university (CELM-TDMU) is responsible for consultation and students' application and other skills. Supporting jobs for students and also operating with agencies and trained enterprises to meet market labour

Please describe also the role of your organisation in the project (limit 1000 characters).

WP1. TDMU will be involved in the process of survey definition and dissemination, also to non-partner HEIs. It will also implement interviews and contribute to data collection & analysis, report drafting and dissemination. It will participate in the study visit and provide a study visit reflection report.

WP2. TDMU will participate in the 5 ToT and the practical workshop. Will actively disseminate calls for participation and will replicate the 5 ToTs. Will prepare and deliver 2 online courses.

WP3. TDMU will prepare Modernisation Action Plan and yearly Action Plans, recognised by higher management. Equipment tendering & purchase. Will create/update Career Centre website and databases. Will contribute to drafting of Network documents. Will join V2WORK Network. Will participate in National EIC. Will provide 2 online courses for E-learning platform. Will participate in Network Sustainability Workshop. Will contribute to Report.

WP4. TDMU will develop employment skills, employability and entrepreneurship services; deliver and enterprising ideas competition; and deliver a careers day

WP5. TDMU will establish MSSG&WG and organise Business Brunches. Will organise and host an Employment & Entrepreneurship Ecosystem Forum. Will participate in and contribute to National Conference. Will participate in drafting of Policy White Paper.

WP6. TDMU will attend and contribute to the Final Conference and will disseminate project activities and results.

WP7. TDMU will provide 1 expert for QB will be involved in assessment of project activities and deliverables and will integrate quality feedback into daily activities.

WP8. TDMU will provide administrative, financial and technical information & reports and will attend project meetings. Will designate a member for PMB.

D.1.2 - Operational capacity: Skills and expertise of key staff involved in the project
Please add lines as necessary.

Name of staff member	*Summary of relevant skills and experience, including where relevant a list of recent publications related to the domain of the project.*
Tien Thuy Thi Truong	He holds a Master of Education Mangement, with 15 years experience at the university and cooperates with the Centre for Enrolment and Labour Market of Thu Dau Mot university (CELM-TDMU) where he supports students with career orientation, jobs, internship programs, soft skills, dormitory, organisation of job fairs. He is admission consultant as well .
Hoai Ngoc Pham	He holds a Master of Sciences and Environment Management (7 Years Experience) At the Centre for Enrolment and Labour Market of Thu Dau Mot university (CELM-TDMU), he supports students with career orientation, jobs, internship programs, dormitory, organisation of job fairs. He is in charge of the primary data from the coreer centre services… He is admission consultant.
Nhan Thi Thanh Hoang	He holds a Bachelor of Business She recently joined the Centre for Enrolment and Labour Market of Thu Dau Mot university (CELM-TDMU) and supports students with the internship programs and other soft skills, and has been working as interpreter for the last 2 years. She is lecturer at the university also.
Dung Tien Le	He holds a Master Of English Language with 3 years expirience at the the Centre for Enrolment and Labour Market of Thu Dau Mot university (CELM-TDMU) He supports students with the internship programs and other soft skills. He is lecturer at the university and interpreter at the Centre for Enrolment and Labour Market of Thu Dau Mot university

Partner number		**P7**
Organisation name & acronym	Nha Trang University (NTU)	
D.1.1 - Aims and activities of the organisation		

Please provide a short presentation of your organisation (key activities, affiliations, size of the organisation, etc.) relating to the area covered by the project (limit 2000 characters).

Nha Trang University evolved from the Department of Fisheries which was established in 1959 at the Academy of Agriculture & Forestry. NTU has become one of the multidisciplinary, large-scale multi-level facilities; is a leading research institution, deploys advanced technology applications, especially in the field of fisheries.

NTU is one of the first 20 higher education units of Vietnam that were accredited by the National Quality Accreditation Council. Currently NTU is offering five doctoral programs, 12 master's degrees, 32 undergraduate majors, 15 associate degree programs & 15 level-transfer programs. The university now has a staff body of over 750 members with over 120 doctors & 350 masters, of which over 60% obtained their degrees in developed countries. It has a stable enrolment of more than 3500 new students annually & the total number of students is approximately 17,000. NTU students come from all over the country & numerous international nations.

NTU constantly expands & develops cooperation with international partners in compliance with the process of development & integration of the country. The collaborative relationships focus on the goal of improving the capacity of the University through joint training, scientific research, exchange of scientific information, professional development, & building infrastructure & facilities. NTU is now the partner of over 80 international organizations, universities & institutes in many countries such as Norway, Denmark, France, Iceland, Germany, Portugal, Russia, Czech Republic, China, Japan, India, Canada, USA, Australia & other countries in the ASEAN.

Many meaningful international collaborative activities have taken place such as the exchange of staff & students, scientific information, & management experience; the cooperation in training & implementation of research projects, the exchange of new technologies, & the organization of seminars & scientific conferences.

Please describe also the role of your organisation in the project (limit 1000 characters).

WP1. NTU will be involved in the process of survey definition and dissemination, also to non-partner HEIs. It will also implement interviews and contribute to data collection & analysis, report drafting and dissemination. It will participate in the study visit and provide a study visit reflection report.

WP2. NTU will participate in the 5 ToT and the practical workshop. Will actively

WP3. NTU will prepare Modernisation Action Plan and yearly Action Plans, recognised by higher management. Equipment tendering & purchase. Will create/update Career Centre website and databases. Will contribute to drafting of Network documents. Will join V2WORK Network. Will participate in National EIC. Will provide 2 online courses for E-learning platform. Will participate in Network Sustainability Workshop. Will contribute to Report.

WP4. NTU will develop employment skills, employability and entrepreneurship services; deliver and enterprising ideas competition; and deliver a careers day

WP5. NTU will establish MSSG&WG and organise Business Brunches. Will organise and host an Employment & Entrepreneurship Ecosystem Forum. Will participate in and contribute to National Conference. Will participate in drafting of Policy White Paper.

WP6. NTU will attend and contribute to the Final Conference and will disseminate project activities and results.

WP7. NTU WP leader. Chairs the QB.

WP8. NTU will provide administrative, financial and technical information & reports and will attend project meetings. Will designate a member for PMB.

D.1.2 - Operational capacity: Skills and expertise of key staff involved in the project
Please add lines as necessary.

Name of staff member	Summary of relevant skills and experience, including where relevant a list of recent publications related to the domain of the project.
Khong Trung Thang	Dr. Thang is the Vice-rector and Head of External cooperation Department. He got PhD degree at the Norwegian University of Science and Technology, Norway. He has vast experience in the field of international cooperation and research. He is the leader and collaborator of many research projects, such as: "The Staff and student exchange project" with the Jan Evangelista Purkyně University in Ústí nad Labem, "Researching, designing and manufacturing monitoring system using wireless sensor network in quality control and energy saving for fisheries cold chain

	logistics". He has published several papers on the international journal.
Luong Dinh Duy	Mr. Duy is an officer of the External cooperation Department. He got Master's degree at the National Taiwan Ocean University. Working at the External cooperation Department since 2003, he has been participating into many international projects at NTU such as: "Improving training and research capacity of the Nha Trang University", phase 1; "Incorporating Climate Change into Ecosystem to Fisheries and Aquaculture Management in Sri Lanka and Vietnam", "The Staff and student exchange project" with the Jan Evangelista Purkyně University in Ústí nad Labem within the framework of Erasmus+ Programme 2015/17; "Increasing competitiveness of Young and Female Staff at NTU". He has published one paper on the international journal and now he is preparing to public two translation textbooks in the future.
Do Quoc Viet	Mr. Viet is currently Vice-Director of the Student Advisory Support Center. He got Bachelor Degree at Nha Trang University and now he is studying the master's program in economic development. Growing up from Youth Union movement, he has participated in many community activities such as training and consultancy, support, skills development, and especially graduates' employability and entrepreneurship skills .He is the key person in planning and developing soft skills, counseling and support services for NTU students. He is currently running a project on "First aid practicing skill and knowledge training for staff and students of Nha Trang University" with financial support from Saint John Vietnam Organization, Australia.

Partner number		**P8**
Organisation name & acronym	Tay Nguyen University - TNU	

D.1.1 - Aims and activities of the organisation

Please provide a short presentation of your organisation (key activities, affiliations, size of the organisation, etc.) relating to the area covered by the project (limit 2000 characters).

Tay Nguyen University has the main campus located at 567 Le Duan St., Buon Ma Thuot City, Daklak Province, Vietnam.

At present, TNU has total 750 staffs, including 400 women, 488 lectures; 1 Professor, 10 Associate Professors, 46 Doctors, 245 Masters and 22 First degree of medical specialized Doctors, 105 senior lectures.

After 37 years of establishment and development. TNU has trained over 24.500 students, including more than 2000 ethnic minority students. TNU has also trained over 400 master students in Forestry – Agriculture, Biology, Veterinary Science and Parasitology – Entomology, 120 students in General internal medicine and General surgery. Beside, TNU has also cooperated with 8 other universities in Vietnam to conduct training over 1000 master students in Forestry – Agriculture, Medicine, Linguistics, Pedagogy, English, Economics, Information Technology and Education Management. Since 2008-2009, TNU began to train students from the Lao People's Democratic Republic and Cambodia.

Since 2003, TNU has implemented 2 national projects, 2 basic research projects, 6 major ministry projects, 74 ministry projects, 22 provincial projects, 464 university projects, and 120 students' projects. TNU has implemented 28 international projects.

Currently, TNU has scientific research and academic corporation with international universities such as Champasak University (Laos); Chiang Mai University (Thailand); Chonnam National University, Sunchon University and Ajou University (Korea); Chi Ba University, Kyoto University and Niigata University (Japan) and Tam Kang University (Taiwan).

Center of Students's Services: Annually, approximately 2.000 – 2.500 students graduate from the University and join the workforce seeking for jobs. Therefore, the competitiveness among new graduated-students is very high and the unemployment increases as a result. It is very necessary to have official activities from the University to support senior students in terms of improving skills in searching for jobs, increasing awareness about labour market and reducing the gaps between knowledge and practical works.

Please describe also the role of your organisation in the project (limit 1000 characters).	

WP1. TNU will be involved in the process of survey definition and dissemination, also to non-partner HEIs. It will also implement interviews and contribute to data collection & analysis, report drafting and dissemination. It will participate in the study visit and provide a study visit reflection report.

W2. TNU will participate in the 5 ToT and the practical workshop. Will actively disseminate calls for participation and will replicate the 5 ToTs. Will prepare and deliver 2 online courses. Will host ToT4

WP3. TNU will prepare Modernisation Action Plan and yearly Action Plans, recognised by higher management. Equipment tendering & purchase. Will create/update Career Centre website and databases. Will contribute to drafting of Network documents. Will join V2WORK Network. Will participate in National EIC. Will provide 2 online courses for E-learning platform. Will participate in Network Sustainability Workshop. Will contribute to Report.

WP4. TNU will develop employment skills, employability and entrepreneurship services; deliver and enterprising ideas competition; and deliver a careers day

WP5. TNU will establish MSSG&WG and organise Business Brunches. Will organise and host an Employment & Entrepreneurship Ecosystem Forum. Will participate in and contribute to National Conference. Will participate in drafting of Policy White Paper.

WP6. TNU will attend and contribute to the Final Conference and will disseminate project activities and results.

WP7. TNU will provide 1 expert for QB will be involved in assessment of project activities and deliverables and will integrate quality feedback into daily activities.

WP8. TNU will provide administrative, financial and technical information & reports and will attend project meetings. Will designate a member for PMB.

D.1.2 - Operational capacity: Skills and expertise of key staff involved in the project
Please add lines as necessary.

Name of staff member	Summary of relevant skills and experience, including where relevant a list of recent publications related to the domain of the project.
VAN TIEN DZUNG	Head of Science and International Dept.; ~30 years of experience in lecturers and management of international relations. He holds his PhD. in animal science and has numerous experience in working with local enterprises, farming household and authorities. His giant network including businessmen, officials and international donors allow students to have more opportunities to study, to connect and work for varied companies and institutions.
PHAM TRONG LUONG	Head of Student affairs; ~15 years of experience in lecturers and management of student affairs. Few years ago, he was the Secretariat of the Communist Youth Union of the University. He has created a large number of job fair for students and employers to reach to each other. Moreover, through these years, he's got a long list of potential companies which have huge demand of recruitment. His participation into this project will be very important due to his role of dealing with students officially and his capable of connecting with local businessmen.
Y TRUNG NIE KDAM	Deputy Head of Science and International Dept.; ~10 years of experience in lecturers and management of international relations. He has got varied experience in working for private, public and foreign organization. Furthermore, his ability in English allowed the future centre to follow strictly with the guidance and instructions from the donor(s). In addition, annually, he always participates actively into training courses for students who are interested in improving skills while searching for jobs.

Partner number ☐		P9
Organisation name & acronym	The University Of Danang (UD)	
D.1.1 - Aims and activities of the organisation		
Please provide a short presentation of your organisation (key activities, affiliations, size of the organisation, etc.) relating to the area covered by the project (limit 2000 characters).		

UD is now the largest university in Central Vietnam. It is located close to the UNESCO World Heritage listed ancient city of Hoi An, the My Son holy land and Hue's Imperial City.

UD is a multi-level, multi-disciplinary university providing a wide range of courses and training programs for the people of the Central Area and Western Highlands of Vietnam. The University's main strengths are in Engineering, Technology, Economics, Education and Foreign Languages. Over the past forty years UD and its member colleges have provided the country with hundreds of thousands of qualified technology experts, business managers, educational professionals, educators and experts in foreign languages.

The UD's success is a result of high quality training curriculum and research programs especially designed to meet the demands of industry in Vietnam. Our graduates meet strict quality standards, and gain the knowledge, professional skills and leadership capability needed to contribute to the overall industrialization and modernization of the country as a whole.

UD was one of the first university institutions in Vietnam to adopt a Quality Accreditation System for training, and several of its disciplines have been recognized internationally. A recent innovation is the creation of Teaching -Research Teams (TRT) to integrate both training and research and to develop post-graduate training capability to enhance scientific research. The Government has provided significant financial assistance to establish new research centers and modern laboratories. Already, there have been a number of successful projects involving both research and technology transfer that resulted in new licensed patents being taken up by industry

Please describe also the role of your organisation in the project (limit 1000 characters).

WP1. UD will be involved in the process of survey definition and dissemination, also to non-partner HEIs. It will also implement interviews and contribute to data collection & analysis, report drafting and dissemination. It will participate in the study visit and provide a study visit reflection report.

WP2. UD will participate in the 5 ToT and the practical workshop. Will actively disseminate calls for participation and will replicate the 5 ToTs. Will prepare and deliver 2 online courses. Will host ToT3

WP3. UD will prepare Modernisation Action Plan and yearly Action Plans, recognised by higher management. Equipment tendering & purchase. Will create/update Career Centre website and databases. Will contribute to drafting of Network documents. Will join V2WORK Network. Will participate in National EIC. Will provide 2 online courses for E-learning platform. Will participate in Network Sustainability Workshop. Will contribute to Report.

WP4. UD will develop employment skills, employability and entrepreneurship services; deliver and enterprising ideas competition; and deliver a careers day

WP5. UD will establish MSSG&WG and organise Business Brunches. Will organise and host an Employment & Entrepreneurship Ecosystem Forum. Will participate in and contribute to National Conference. Will participate in drafting of Policy White Paper.

WP6. UD WP leader. In addition to WP coordination will attend and contribute to the Final Conference and will disseminate project activities and results. Will be responsible for updating V2WORK website in Vietnamese.

WP7. UD will provide 1 expert for QB will be involved in assessment of project activities and deliverables and will integrate quality feedback into daily activities.

 WP8. UD will provide administrative, financial and technical information & reports and will attend project meetings. Will designate a member for PMB.

 WP8. VCCI will provide administrative, financial and technical information & reports and will attend project meetings. Will designate a member for PMB.

D.1.2 - Operational capacity: Skills and expertise of key staff involved in the project

Please add lines as necessary.

Name of staff member	Summary of relevant skills and experience, including where relevant a list of recent publications related to the domain of the project.
Assoc.Prof.Vo Trung Hung	He is Director of R&D Department, in charge of international projects. He is a Professor of Information Technology Department of Danang University of Science and Technology. He is also a member of the Science and Education of Danang University of Science and Technology. He received the BSc. In Applied Mathematics from Hue University and Ph.D degrees in Computer Science from National Polytechnic Institute of Grenoble, France in 2004. He is coordinator of EMMA

	project, Hub4Growth Project, HR4 Asia Project. He can speak English, French fluently.
Dr. Hoang Hai	He is Director of Int'l cooperation Department, in charge of all international activities of the University of Danang. He is a Professor of Environmental Science Department of Danang University of Science and Technology. He defended his PhD thesis in Ehime University, Japan in 2007. He has joined many projects cooperated with Japanese partners. He can speak English, Japanese fluently.
MSc. Ngo Thi Ngoc Hoa	Staff of Int'l cooperation Department, in charge of European partners. She received BA. of English in 2005 from Danang University of Foreign Language Studies and MSc. Degree in Logistics and Transport in 2010 from Liege University, Belgium. She is project assistant in Hub4Growth project, Trig project, HR4Asia Project. She can speak English fluently.

Partner number		**P10**
Organisation name & acronym	Industrial University of Vinh (IUV)	

D.1.1 - Aims and activities of the organisation

Please provide a short presentation of your organisation (key activities, affiliations, size of the organisation, etc.) relating to the area covered by the project (limit 2000 characters).

Industrial University of Vinh (IUV) was formerly a branch of Industrial University of Ho Chi Minh city in 2008. Since 2013, the University was separated and officially acted under the name – Industrial University of Vinh. "Cooperation – Standard – Practicality – Humanity" is our commitments, desire and effort for local education. The University has 05 faculties (Fundamentary Science, Economic, Technology, Tourism-Hostabilility, Foreign language) and 03 departments (Administration and Human Resource, Finance, Educational Training). It specializes in training 10 different sectors (Industrial Management, Account, Tourism Management, Hostalbility Management, Information Technology, Heat Engineering, Food Technology, Electricity and Electronic, Control Engineering and Automation, Chemical Engineering) and 02 vocations (Automobile, Industrial Electricity).

The University is located in the central of Vinh city, Vietnam with 01 administration block (A block), 01 classroom block (B block), 01 library, 01 workshop, guest houses, and dormitory. The B block includes 46 classrooms for 3.000 students and 49 laboratories for different training sectors. Totally, it has 146 lecturers (01 Professors, 14 Associate Professors, 14 Doctors of Philosophy, 84 Masters, 33 Bachelors), has trained 9.000 graduates and 2.000 undergraduates.

The traininig methods are to combine theory with practice, approach to modern equipments and apply IT in teaching, studing, and researching.

Students take part in 6-month practice as real labors in grant factories and hi-tech industrial zone. On the other hands, computer skills, personal skills and English skills are required for graduation. As a result, these encourage students to effort for themselves as well as enable the University to increase training quality.

Every year, we offer a significant amount of high-quality labors for Nghean province particularly and Vietnam generally.

Please describe also the role of your organisation in the project (limit 1000 characters).

WP1. IUV will be involved in the process of survey definition and dissemination, also to non-partner HEIs. It will also implement interviews and contribute to data collection & analysis, report drafting and dissemination. It will participate in the study visit and provide a study visit reflection report.

WP2. IUV will participate in the 5 ToT and the practical workshop. Will actively disseminate calls for participation and will replicate the 5 ToTs. Will prepare and deliver 2 online courses. Will host ToT2

WP3. IUV will prepare Modernisation Action Plan and yearly Action Plans, recognised by higher management. Equipment tendering & purchase. Will create/update Career Centre website and databases. Will contribute to drafting of Network documents. Will join V2WORK Network. Will participate in National EIC. Will provide 2 online courses for E-learning platform. Will participate in Network Sustainability Workshop. Will contribute to Report.

WP4. IUV will develop employment skills, employability and entrepreneurship services; deliver and

enterprising ideas competition; and deliver a careers day	
WP5. IUV will establish MSSG&WG and organise Business Brunches. Will organise and host an Employment & Entrepreneurship Ecosystem Forum. Will participate in and contribute to National Conference. Will participate in drafting of Policy White Paper.	
WP6. IUV will attend and contribute to the Final Conference and will disseminate project activities and results.	
WP7. IUV will provide 1 expert for QB will be involved in assessment of project activities and deliverables and will integrate quality feedback into daily activities.	
WP8. IUV will provide administrative, financial and technical information & reports and will attend project meetings. Will designate a member for PMB.	

D.1.2 - Operational capacity: Skills and expertise of key staff involved in the project
Please add lines as necessary.

Name of staff member	*Summary of relevant skills and experience, including where relevant a list of recent publications related to the domain of the project.*
Mrs Le My Hanh	Vice Principal, Director of Forgein Language and Informatics Center She works with the university's Young Union to set up a group of job orientation for the IUV's graduates. She is in charge of designing short-term orientation programs and make presentation about job application skills for students at the university so that students will have a good preparation for their future jobs. The programs or presentations refer to teamwork, communication, career planning skills as well as CV, interviewing and speed networking which all help to boost confidence. Mrs Hanh organizes "Careers on Campus" events and seminars to provide information about the organization's policies and procedures, an effective orientation should make students (the new employees) feel comfortable, helping them to learn about their role and the organization's culture and values. She particiapted in many seminars by Nghe an Young Entrepreneurs' association She is reponsible for contacting and working with enterprises or companies to invite them to the university for recruitment. She is an assistant for Oxfam to carry out a survey on social tranferance (relating to education and job)
Mrs Tran Thi Van	Head of Foreign Language Faculty She participated in many seminars about job orientation for graduates by Nghe an Young Entrepreneurs' association. She is member of the university's Youth Union to help the IUV's graduates have good job orientation. She is an assistant for IUV Youth Union in Designing short-term orientation programs. She is voluteer in many job orientation activities for students by IUV Youth Union to hep them have application skills and good preparations for their future jobs.
Mrs Nguyen Giang Huong	Lecturer – Foreign Language Faculty She takes part in yearly vocational orientation events for new students and graduates She is contact person to link our graduates with enterprises She is secretary for job orientation seminars such as Beauty job orientation, Job orientation for FORMOSA's environment impact… She is member of job placement program of the University to promote employment
Mrs Dang Hai Chung	Lecturer – Foreign Language Faculty She participated in some seminars about job orientation for graduates carried out by Nghe An Young Entrepreneurs' asociation She is member of the university's Youth Union to help the IUV's graduates have chances to get good job orientation. She is one of assistant for IUV Youth Union in designing short term orientaton programs
Mrs Nguyen Thi Bich	Lecturer – Foreign Language Faculty

	She articipates in the university's Young Union to help for the IUV's graduates have good job orientation. She participated in many seminars about job orientation for graduates by Nghe an Young Entrepreneurs' association She is secretary for job orientation seminars such as Beauty job orientation, Job orientation for FORMOSA's environment impact… She is assistant for "Careers on Campus" events
Mrs Nguyen Huong Giang	Lecturer – Foreign Language Faculty She participated in some seminars about job orientation for graduates carried out by Nghe An Young Entrepreneurs' asociation She is member of the university's Youth Union to help the IUV's graduates have chances to get good job orientation. She is one of assistant for IUV Youth Union in designing short term orientaton programs

Partner number		**P11**
Organisation name & acronym	Hanoi University of Science & Technology - HUST	

D.1.1 - Aims and activities of the organisation

Please provide a short presentation of your organisation (key activities, affiliations, size of the organisation, etc.) relating to the area covered by the project (limit 2000 characters).

Hanoi University of Science & Technology is a leading public university & the 1st research-oriented science & technology institution in Vietnam. It counts nearly 30,000 students, including 24,500 undergraduate & 4,500 graduate students, & 2,200 faculty members in 17 schools, 2 faculties, 8 research institutes & 4 centers.

HUST has established strong relations with over 200 universities, institutes & companies from 35 countries. Annually, more than 1,000 foreign guests visit HUST & more than 500 HUST members visit or study abroad. Cooperation activities are undertaken in various types: student/staff exchange, joint trainings research programs, seminars, conferences, etc. HUST is an active member of 7 University Networks. In the last 3 years, HUST has participated in several EU-funded academic research projects, i.e. Erasmus Mundus Action 2 & 3, LOTUS +, AREAS +, Horizon 2020, Erasmus + Key Action 1 & 2.

For students & graduates, HUST provides many services to support & help students during their studies & after graduation. Such support can be provided by the schools, by the Office of student affairs & other offices & services. Every year, HUST organize several job fairs & career orientation workshops with the attendance of more than 50 industries. Such ones allow to introduce job opportunities & provide job consultancy to HUST students. Many workshops, intensive courses are organized to provide students with soft skills. Talk shows with high-level officers from Industry are organized regularly in HUST to motivate student. Since several years, developing entrepreneurship & innovation mindsets is one of our focus. HUST organize competitions for students to encourage their innovation ideas, & to strengthen their management skills of entrepreneurship innovation.

Units to be involved:
- International cooperation department
- Office of student affaires
- Offices of undergraduate studies & of postgraduate studies
- Office of youth union
- Careers services unit in some schools in HUST

The Student Affair Office is responsible to provide career services for students, to organize job fairs, to connect students and job recruiters,…

Please describe also the role of your organisation in the project (limit 1000 characters).

WP1. HUST will be involved in the process of survey definition and dissemination, also to non-partner HEIs. It will also implement interviews and contribute to data collection & analysis, report drafting and dissemination. It will participate in the study visit and provide a study visit reflection report. WP2. HUST will participate in the 5 ToT and the practical workshop. Will actively disseminate calls for participation and will replicate the 5 ToTs. Will prepare and deliver 2 online courses WP3. HUST WP leader. Will prepare Modernisation Action Plan and yearly Action Plans, recognised by higher management. Equipment tendering & purchase. Will create/update Career Centre website and databases. Will lead drafting of Network documents. Will join V2WORK Network. Will participate in National EIC. Will provide 2 online courses for E-learning platform. Will participate in Network Sustainability Workshop. Will lead drafting of Report. WP4. HUST will develop employment skills, employability and entrepreneurship services; deliver and enterprising ideas competition; and deliver a careers day WP5. HUST will establish MSSG&WG and organise Business Brunches. Will organise and host an Employment & Entrepreneurship Ecosystem Forum. Will participate in and contribute to National Conference. Will participate in drafting of Policy White Paper. WP6. HUST will host the Final Conference and will disseminate project activities and results. WP7. HUST will provide 1 expert for QB will be involved in assessment of project activities and deliverables and will integrate quality feedback into daily activities. WP8. HUST will provide administrative, financial and technical information & reports and will attend project meetings. Will designate a member for PMB.	

D.1.2 - Operational capacity: Skills & expertise of key staff involved in the project
Please add lines as necessary.

Name of staff member	*Summary of relevant skills & experience, including where relevant a list of recent publications related to the domain of the project.*
Dr. Vu Tuyet Trinh	He is vice-director of International Cooperation Department at HUST, in charge of managing and developing cooperative activities with universities, research organization and enterprises in Northern America and Europe. She acts as local coordinator of several EU-funded projects. Since last 2 years, she is involved in many HUST activities related to innovation and entrepreneurship, University-Industry linkage. She is also a lecturer in School of Information and Communication Technology (HUST). She holds a PhD in Computer Science from Grenoble Institute of Technology, France. She has experience in data processing and - analysis. She has collaborated as member or leader of several projects of various new technology companies, both as consultant and collaborator (e.g. Hiworld, VNG, DataSection, etc.). Since 2008, she is the deputy head of Information Systems Department, in charge of industry collaboration.
Dr. Dinh Van Hai	He is director of Student Affair Office. This office is responsible to provide career services for students, to organize job fairs, to connect students and job recruiters,…
Ms. Trần Vũ Hương Trà	She is international coordinator, responsible for organizing all international cooperationactivities between Hanoi University of Science and Technology and partners of South European (Spain, Portugal), French Speaking countries and East European (Russia, Poland, ..) partners; coordinator of Erasmus+ Project, SHARE Project (a project that European Union supports to higher education in the ASEAN region) at HUST. She has experience in project administrative coordination in EU-funded projects.

Partner number		**P12**
Organisation name & acronym	Ministry of Education and Training – MOET	
D.1.1 - Aims & activities of the organisation		
Please provide a short presentation of your organisation (key activities, affiliations, size of the organisation, etc.) relating to the area covered by the project (limit 2000 characters).		

The Ministry of Education and Training (MOET) is the government ministry responsible for the governance of general/academic education and higher education (training) in Vietnam as well as for the professional performance and regulation of educational institutions under it. The Ministry maintains provincial-level departments under which there are also district offices and central departments. Central departments include: Science and Technology Activities in Education and Training, Information and Communication Technology Center, National Institute for Education Strategy and Curriculum Development, Education Publishing House and Educational Equipment Company. There are 15 Colleges and Universities under the maintenance of the Ministry of Education and Training of Vietnam.

Please describe also the role of your organisation in the project (limit 1000 characters).
WP1. MOET will be involved in the data collection and analysis at policy level. It will participate in the study visit.

WP1. MOET will be involved in the data collection and analysis at policy level. It will participate in the study visit.

WP2. MOET will provide feedback and will help identify experts in Vietnam who could contribute to the trainings at a local level.

WP3. MOET will provide feedback and support for Network documents. Will participate in Network Sustainability Workshop. Will support organisation of National EIC. Will provide feedback on the Report.

WP5. MOET will provide support where needed and appropriate to involve local authorities in Employment & Entrepreneurship Ecosystem Forum and will participate in the one in Hanoi organised by HUST. Will participate in and contribute to National Conference. Will provide feedback on Policy White Paper.

WP6. MOET will attend and contribute to the Final Conference and will disseminate project activities and results at a National level.

WP7. MOET will be involved in assessment of project deliverables.

WP8. MOET will provide administrative, financial and technical information & reports and will attend project meetings. Will designate a member for PMB.

D.1.2 - Operational capacity: Skills & expertise of key staff involved in the project
Please add lines as necessary.

Name of staff member	*Summary of relevant skills & experience, including where relevant a list of recent publications related to the domain of the project.*
Nguyen Hoai Nam	Mr Nguyen Hoai Nam is working for International Cooperation Department at the Ministry of Education and Training of Vietnam. He is a Desk Officer for Austria, Switzerland, Italy, Spain, Portugal, Israel and Middle East being responsible for the development of Cooperation Programs between Vietnam and above mentioned Countries in Sector of Education. He is also in charge of bilateral cooperation between GMS countries, press issues of international MOET's events and organisation of seminars, workshops, conferences and other education promotion activities to assist domestic and foreign companies operating in Vietnam.

Partner number		**P13**
Organisation name & acronym	Vietnam Chamber of Commerce and Industry- VCCI	
D.1.1 - Aims & activities of the organisation		

Please provide a short presentation of your organisation (key activities, affiliations, size of the organisation, etc.) relating to the area covered by the project (limit 2000 characters).
Vietnam Chamber of Commerce and Industry- VCCI, Bureau for Employers' Activities (BEA) main aim is the labour relations & issues surrounding the subject. BEA has been working on projects & initiatives that aim for a betterment of working conditions, productivity, social dialogue. Among such focuses, the creation of a skilful & proficient workforce is the field that we pay much attention to. Our department has worked on a number of projects involving the improvement of the human resources in Vietnam's labour market. A major challenge for the technical vocational education & training, therefore, is to produce qualified skilled workers who can enhance the pace of economic growth. With skills, Vietnamese labour not only does not lose their opportunities to those in competing markets but also can expand their work to foreign countries thanks to the free flow of labour. BEA implemented many activities focusing on improving the quality of labour force through encouraging the model of partnership between schools & enterprises.
The pilot model of partnership between schools & enterprises was launched, mainly in the field of vocational training & education. VCCI's Bureau for Employers' Activities established Quality Advisory Board for the focused industry. This board included representatives from companies, schools, government & VCCI. This was the platform and board set their missions to identify what needed adjustments during the process of teaching & accessing students' performance. The Quality Advisory Board took part in revising the curriculum, training & updating new technology to teachers, organizing internship layouts for students in accordance with subjects & involving companies in the performance assessment. Apart from that, in order to help students – the labour market - to have more opportunities to learn about different occupations & experience the real working life, many activities have been initiated such as Open days, Job Fairs, video clips & handbooks on occupation standards & skills.
Please describe also the role of your organisation in the project (limit 1000 characters).
WP1. VCCI will be involved in survey definition and dissemination to various branches through the country and will support PC HEIs in establishing contacts with stakeholders in the labour market. It will participate in the study visit.

WP2. VCCI will provide feedback and will help identify experts in Vietnam who could contribute to the trainings at a local level.

WP3. VCCI will participate in Network Sustainability Workshop. Will support partners in establishing new contacts with the labour market to update databases. Will support organisation of National EIC. Will provide feedback on the Report.

WP4. VCCI will provide support to identify labour market input at the careers day and on the enterprising ideas judging panel

WP5. VCCI will provide support where needed and appropriate to enhance participation of the industry in Employment & Entrepreneurship Ecosystem Forum and will participate in the one in Ho Chi Minh organised by HCM-USSH. Will participate in and contribute to National Conference. Will provide feedback on Policy White Paper.

WP6. VCCI will attend and contribute to the Final Conference and will disseminate project activities and results at a National level.

WP7. VCCI will be involved in assessment of project deliverables.

D.1.2 - Operational capacity: Skills & expertise of key staff involved in the project
Please add lines as necessary.

Name of staff member	*Summary of relevant skills & experience, including where relevant a list of recent publications related to the domain of the project.*
Bui Thi Ninh	Ms. Ninh - head of Bureau for Employers' Activities (BEA) of Vietnam Chamber of Commerce and Industry, Hochiminh Branch (VCCI – HCM) - has spent more than 10 years for working on labour-related issues such as industrial relations, social dialogue, productivity, wages and salaries... During this period, she has dealing with diverse permanent and unexpected affairs that provides her a comprehensive knowledge about the overview of Vietnamese labour contexts.

Identifying that labour and their skills are the key fundamentals for enterprises to develop sustainably while this filed is still not paid adequate attention in Vietnam, |

	BEA HCMC and her have initiated the program on improving the quality of labour force and focus on this topic intensively during the last 6 years. Ms. Ninh worked with General Department of Vocational training, Department of Labour, Invalids and Social Affairs, business associations and other partners regularly to define the core demands of business community and set the targets and strategies for the program. Based on these analysis, she also developes a long-term and short-term working plan in which the close partnership of enterprises and schools is the main focus. These working plans have to be ensured to stick to the initial aims. Apart from that, she also connects and cooperates with other domestic and international organizations working on vocational training and labour force program to establish a network for common targets. she also consults VCCI – HCM's Board of Director to advise the government on vocational training and quality of labour force.
Dao Ngoc Diu Trang	Ms. Trang is mainly in charge of deploying activities related to improving the quality of labour force such as contributing to the working plan for a long-term and short-term, adjust the activities during the implementation process as well as developing detailed plans for each activity based on the general one. Moreover, she - as a coordinator - contacts with partners including experts, representatives of government authorities, schools and enterprises, business associations to implement activities. Apart from that, she also supervises service providers to ensure the products and services are as requirements. She is responsible for following up activities in accordance with the initial plan and report regularly to the higher level.

Partner number		P14
Organisation name & acronym	Youth Vision Talent Solutions Company Limited - AIESEC	

D.1.1 - Aims & activities of the organisation
Please provide a short presentation of your organisation (key activities, affiliations, size of the organisation, etc.) relating to the area covered by the project (limit 2000 characters).
Being founded in 1948, AIESEC is a global platform for young people to explore and develop their leadership potential. We are a non-political, independent, not-for-profit organisation run by students and recent graduates of institutions of higher education. Its members are interested in world issues, leadership and management. AIESEC does not discriminate on the basis of ethnicity, gender, sexual orientation, religion or national / social origin. AIESEC in Vietnam is positioned as Vietnam's largest professional youth organization operating in 3 cities Hanoi, Ho Chi Minh City, and Da Nang. We has over 500 active members from +30 universities across the country and more than 3,000 alumni. Internationally, AIESEC in Vietnam is in the top 20 performing countries category. We are recognized by our ability to deliver leadership experiences through our co-created social projects for the country.
Please describe also the role of your organisation in the project (limit 1000 characters).

WP1. AIESEC will be involved in the data collection and the national level regarding students and graduates. It will participate in the study visit.
WP2. AIESEC will provide feedback and will help identify experts in Vietnam who could contribute to the trainings at a local level.
WP3. AIESEC will participate in Network Sustainability Workshop. Will support organisation of National EIC. Will provide feedback on the Report.
WP4. AIESEC will provide support to CaCes with reaching and communicating with students, and by helping to identify members of the judging panel
WP5. AIESEC will provide support where needed and appropriate to enhance participation of the students & graduates in Employment & Entrepreneurship Ecosystem Forum and will participate in the one in Ho Chi Minh organised by HCM-USSH. Will participate in and contribute to National Conference. Will provide feedback on Policy White Paper.
WP6. AIESEC will attend and contribute to the Final Conference and will disseminate project activities and results at a National level.
WP7. AIESEC will be involved in assessment of project deliverables.
WP8. AIESEC will provide administrative, financial and technical information & reports and will attend project meetings. Will designate a member for PMB.

D.1.2 - Operational capacity: Skills & expertise of key staff involved in the project
Please add lines as necessary.

Name of staff member	Summary of relevant skills & experience, including where relevant a list of recent publications related to the domain of the project.
Viet Quang Nguyen	President Graduate with Bachelor Degree in International Business & Economics from Foreign Trade University (HCMC) with a strong interest in youth development through 3 years engaging in business talent solutions, youth activating activities and leading AIESEC in Vietnam.

List of Associated Partners

(Where applicable)

These organisations may provide the consortium with facilities or assistance that enhances the quality of work, but they cannot be responsible for core activities of the project (e.g. management, coordination, monitoring, leader of a work group etc.). **No financial contribution from the project grant will be allocated to these organisations.**

Ref.nr	Name of organisation	Type of institution	City	Country	Role in the project

Please insert rows as necessary

D.2. Cooperation arrangements, management and communication
This part must only be completed once by the applicant.

D.2.1 - Project management
Please define the organisation of the implementation of the project and the division of tasks between the partners. Please explain the allocation of resources for each activity. Explain *also* how the tasks are distributed amongst the partners and how project "ownership" is ensured *(limit 3000 characters).*

V2WORK is led by UA with support of EU partners TUOS & UC, with high experience in International Cooperation & project topic. HCM-HSSH will support UA as Regional Coordinator to foster continuous flow of information among PC HEIs. WP coord. has been distributed according to the profile of each partner, to achieve best results & foster a sense of ownership. TUOS, HUST, UD & HCM-HSSH have previous experience implementing E+ projects and will each lead a key WP, with full support of MOET, VCCI & AIESEC. MOET brings the weight of the policy sector, VCCI provides links to the business sector, AIESEC helps the project reach HEI stud. & grad. at national level. 8 universities from different provinces bring their own experience with local business sector. Project management includes PMB (WP leaders) for strategic decisions regarding project dev. and QB (1 expert/partner) to monitor quality of results.

Ownership of V2WORK results will be fostered by continuous involvement of all partners, while targeted dissemination will raise awareness on the importance of developing graduates' entrepreneurship & employability skills and of networking between HEIs & the labour market.

WP1 STAKEHOLDER AND CONTEXT MAPPING UA will lead methodology, analysis & report drafting w/ support of EU PCs who host study visits. PCs participate in study visits at EU HEIs, work on survey definition, data collection/analysis report drafting.
STAFF:3,13%-TRAV:12,30% - SUBC:0,61%

WP2 CAPACITY BUILDING UC will lead planning & coordinate implementation of ToT/replications/e-courses/workshops. EU PCs contribute to ToT deployment & organise a workshop. PCs attend ToTs, replicate trainings & create e-courses.
STAFF:7,62% - TRAV:15,90% - SUBC:1,65%

WP3 INSITUTIONAL STRENGHTENING OF CAREER CENTRES HUST will guide/provide input for CaCe set up/ modernisation/ Network establishment. MOET provides feedback & support on institutionalisation of CaCes & establishment of Network. EU PCs provide feedback & support. PCs set up/modernise CaCes & join Network.
STAFF:4,88% - TRAV:1,85% - SUBC:0,79% - EQUI:13,93%

WP4 PILOT OPERATIONS TUOS will guide PCs to launch enhanced services by CaCes & Entrepreneurship activities' organisation. VCCI provides support with Enterprising Ideas Competition & Careers Day. EU PCs provide feedback & support. PCs launch new services.

STAFF:5,48% --SUBC:0,37%

WP5 NETWORKING HCM-USSH will lead drafting & publication of Policy White Paper with support of EU & PCs. With VCCI will monitor PCs working groups & organisation of business brunches & Ecosystem Forum. EU PCs support PCs for these events. All partners participate in National Conference organised jointly by HCM-USSH, VCCI & UA.
STAFF:3,86% - TRAV:3,65%-SUBC:0,75%

WP6 DISSEMINATION UD with support of UA will coordinate diss. strategy/package/web & monitor regular targeted dissemination by all partners. Leads organisation of Final Conference with host HUST. Will update project web in Vietnamese.
STAFF: 5,23% - TRAV: 3,23% - SUBC: 3,08%

WP7 QUALITY NTU with support of UA will lead definition of QA strategy, prepare QA tools, collect QA data & prepare reports. All PCs & external experts provide support. Chairs the QB.
STAFF:3,64% - SUBC: 1,64%

WP8 MANAGEMENT led by UA supported by reg. coord. HCM-USSH +WP leaders & PMB. All partners prepare periodical reports & attend the project meetings.
STAFF:5,56% - TRAV:0,24% - SUBC:0,61%

D.2.2 - Cooperation and communication arrangements of the consortium
Please explain the overall project and partnership management making specific reference to the management plan and how decisions will be taken. Please describe how permanent and effective communication and reporting will be ensured as well as the measures put in place for conflict resolution (limit 2000 characters).

V2WORK management structure will be established at the beginning of the project and presented to the consortium at the KoM. Management & Communication plans will be prepared and the Project Management Board established.

Structure:
- UA: Responsible for monitoring / budgeting / timetabling & reporting any changes to the PMB. Support provided by Regional Coordinator HCM-USSH.
- PMB: Composed by WP leaders +1 representative/other partners & chaired by UA. Responsible for approval of periodic narrative reports and of any necessary changes regarding results to be achieved.
- Regular communication and good working relationships will lead to most decisions taken by mutual agreement or consensus. If necessary, PMB will be consulted for conflict resolutions. Decision-making will be done via voting in the case of dispute with decisions made by majority vote.
- WP leaders will ensure project development is consistent with DoW, deliverables are being met & status of activities is reported appropriately (preparation of progress reports for presentation to coordinator & Project Meetings).
- Regular communication ensured by periodic face-to-face + virtual meetings. Use of email, videoconferencing and messenger platforms will ensure quick communication and cost efficiency. A file-sharing system on DropBox will allow document sharing. Regular updating of bilingual website + newsletters + social media will serve as an external communication channel and to update stakeholders on project news.
- Quality control: Quality Assurance Plan to be defined and presented at KoM in M2. Internal Quality Board, lead by Quality WP leader UD, and external experts will be actively involved in project quality monitoring and will ensure the high quality of the results achieved. All quality feedback will be taken into account for improvement of project delivery & results. Progress indicators set up to monitor the quality & on time delivery-implementation of activities.

Partners will be required to keep financial records, report on activities, provide feedback & indicators. Coordinator will provide templates for activities & dissemination reports. Partners & WP leaders will provide 6-monthly progress reports for all activities in progress with plans for upcoming activities. All reports will feed into contractual reports UA will submit to EACEA.

E.1. Why does the consortium wish to undertake this project?

Please outline the motivation behind your project, clearly identifying the specific needs or problem/s which it intends to solve. Explain how the project proposal fits within the development strategies of the Partner Countries involved and how it addresses the priorities defined at national / regional level. Also explain why this/these problem/s were selected instead of others. In particular, explain how the area of intervention has been explored to guarantee that the project is offering something new compared to the existing situation. Where applicable, explain any synergy with other EU initiatives should be highlighted (limit 5000 characters).

CURRENT CHALLENGES FOR GRADUATE EMPLOYABILITY IN VIET.
Vietnam currently has the highest percentage ever of young people in its population (UN Brief, 2016). Globally the number of young people will continue to rise before it crests & countries that meet their youth's needs during this period will be in a better position in the second half of the century with more educated, healthier populations, more productive workforces, growing economies & lower fertility rates (State of World Population 2014). In this context, it is crucial for Vietnam to invest in its youth to further the national equitable & sustainable development. A skilled workforce will be key to Vietnam's economic modernisation.

Although Vietnam has a low unemployment rate overall, youth unemployment is 3,5 times higher than that of the general population. Official statistics show that graduates have the highest rate of unemployment. Metrics from Q2/2016 showed over 1m. people of working age to be unemployed, with over 25% holding degrees from HEIs (MoLISA). The General Statistics Office and International Labour Organisation report that graduates struggle to find suitable work, appropriate to their experience & education (ILO 2015).

The MoLISA Deputy Minister has emphasized the importance of providing youth with early & suitable job orientation, adding that they should choose a university or college that would help them find a job. The Director of the Institute of Labour Science has said that a lack of work experience & a gap between training & market demand are major reasons for high unemployment among new graduates (Viet. News. 18/08/16).

There is both a "skills shortage" & a "skills gap" in Vietnam, making recruitment difficult for employers (World Bank, 2014). There is a mismatch in labour market supply & demand, lack of basic job "navigation skills" & a scarcity of labour market services like job counselling, soft skills training & career guidance. Grads. lack employability skills & there is a clear mismatch with employers' expectations (Bilsland, 2014). The Viet. Dev. Report (World Bank, 2008) ranked labour skills & education as 3rd among constraints to doing business in Viet. Enterprises in key economic areas of the south of Vietnam raised concerns of the lack graduates' soft skills. To meet demand students need to supplement academic knowledge with foreign languages/computer/communication skills, time management, teamwork & self-confidence (www.molisa.gov.vn).

The labour & education sectors in Viet. must therefore cooperate for education plans to meet the demands of the labour force. Antiquated infrastructure & traditional teaching methods in Viet. HEIs, added to their loose relationship with labour market and a tenuous research-industry linkage gap, are important obstacles for HEIs' abilities to enhance their graduates' capacity for employment (Tran, 2015). A lot of effort & goodwill from a wide range of stakeholders will be needed to bridge the gap between HEIs & labour market. For this HEI Career Centres (CaCes) should play a key role acting as liaison with employers, putting them in a position to help their institutions understand the local conditions & foster HEI-labour market cooperation through

activities such as job fairs, industry project participation, coaching & mentoring for student entrepreneurs, guest lectures etc.

ENTREPRENEURSHIP IN VIET.
Searching for a permanent company job is not the only path open to young graduates. Entrepreneurs are well respected & the term "entrepreneur" appeared in the Vietnam's Constitution in 2013. Almost 67,2% of Vietnamese adults wish to become entrepreneurs, but only 18,2% of respondents in a national survey stated they intended to start a business in the next 3 years. Although young people have a high fear of business failure due to lack of business capabilities, the percentage intending to start up a business (24,2%) & actually doing it (2,8%) is higher (GEM Vietnam 2014).

Despite Viet. being increasingly attractive for business start-ups, conditions in the country need to improve to better support the development of entrepreneurial activities in in the future. Among these the GEM & VCCI recommend innovating the training programs and encouraging people to learn about entrepreneurship & improve their capabilities, as well as conducting programs to disseminate entrepreneurial knowledge & skills for starting a business, especially aimed at young people. HEI CaCes could develop these activities with the support of local chambers of commerce, providing innovative students & graduates the skills, knowledge & support they would need to start their own businesses.

V2WORK'S CONTRIBUTION
It is clear from the above that Viet. HEIs need to modernise their careers services & open communication channels with the labour market to better support their students in obtaining meaningful employment or starting their own business after graduation. V2WORK proposes to help its partner HEIs, by building up their human & technical capacities through capacity building measures & institutional strengthening, with the support of the VCCI provide links with the private sector to bridge the gap through targeted networking actions.

HEIs with strong CaCes will be more attractive to prospective students, as it will increase their employment chances. They will also be better placed to cooperate with the labour market, as the CaCes will serve as a bridge between HEIs & the local industry to help each identify & better understand the needs of the other & increase willingness to cooperate & work together. Furthermore, the online courses & services developed will be available to graduates and students, helping to foster a LLL approach to skills development.

V2WORK will also look to develop synergies with other EU funded programmes in the country, like E+ projects VOYAGE & EVENT and any other relevant initiatives.

Please describe briefly how your project proposal was prepared (e.g., capitalising on previous experiences, based on achieved outcomes in former projects, following previous cooperation amongst the consortium members, etc.) (limit 1000 characters).

V2WORK was conceived at MOET's request for support to improve graduate employability. It capitalises on UA's experience in the topic (cf Tempus proj. UNIWORK) & on the strong coop. existing with TUOS, & with MOET & HCM-USSH in E+ proj. ENHANCE & REACT. HCM-USSH identified 7 other Viet-HEIs with a strong desire to improve this support for their students.

A specific needs analysis designed by UA & completed by PC HEIs provided a precise idea of the current situation & needs of their career services. Modernisation of these services & updating of staff's skills was a major priority. It was clear that English language training for CaCe staff

would be needed for them to fully engage in trainings & activities.

Research on graduate labour market and entrepreneurship ecosystem in Viet. allowed to better understand local context & national priorities. This included identification of EU projects in Viet. on similar topics (E+ VOYAGE & EVENT) in order to fill in any gaps (e.g. entrepreneur support, networking) & identify potential synergies.

The proposal was prepared with full support & involvement of partners. WP leadership was distributed based on partners' experience & profile.

If your proposal is based on the results of one or more previous projects / networks, please provide precise references to this / these project(s) / network(s) in the table below.

Reference number			
Project dates *(year started & completed)*		**Programme or initiative**	
Title of the project			
Coordinating organisation			
Website	http://		
Password / login if necessary for website			
Please summarise the project outcomes & describe (a) how the new proposal seeks to build on them and, (b) how ownership / copyright issues are to be dealt with (limit 1000 characters).			

Please copy & paste tables as necessary.

E.2. Rationale for the setting-up of the consortium

Please explain why the selected partners are best suited to participate in this European project. Describe innovative and or complementary skills, expertise and competences within the consortium directly relating to the planned project activities. If associated partners are involved, please explain their role in the project and the added value to the consortium (limit 3000 characters).

V2WORK assembles 8 HEIs from different provinces in Vietnam with varied specialisations (Technical, Sciences, Humanities etc.) and of different sizes. The wide geographic distribution will allow for a balanced impact and will potentiate networking with other HEIs. The inclusion of partners from poorer regions in Vietnam, with low geographic & social mobility and students with more difficulties in obtaining quality employment after graduation, will ensure greater impact where it is most needed. Finally, the participation of staff from universities with different specialties increases diversity during the exchange of local experiences in promoting student employment.

MOET, VCCI & AIESEC complete the consortium in Viet. MOET brings the weight of the policy sector, VCCI provides links to the business sector & AIESEC helps reach HEI students & graduates at a national level.

The partnership is complemented by 3 EU HEIs (UA, TUOS & UC) with strong student employment & entrepreneurship support services & previous experience in capacity building

initiatives in developing countries, often in collaboration with coord. UA.

V2WORK builds on previous collaboration of UA with TUOS on Tempus project UNIWORK and with HCM-USSH & MOET in E+ projects ENHANCE & REACT, and a deep desire by all partners to strengthen capacities of their student support staff and modernise their services so as to improve their ability to help graduates find quality employment or launch their own businesses. HCM-USSH as national coordinator will help overcome any communication challenges in-country and will provide assistance in the follow-up of project implementation. The participation of HCM-USSH/HUST/UD with previous experience in E+ projects will allow them to better support other partner Viet HEIs who are participating in an EU-funded capacity building project for the first time, ensuring better implementation & greater impact of project activities & outputs.

WP leadership distribution among partners, and the presence of Project Management Board and internal Quality Board, will ensure a balanced & active involvement of all partners. UA, with its great experience in international cooperation projects in HE and a consolidated career centre (GIPE) with experience cooperating with employers, organising employment marathons & events and supporting entrepreneurs, will be responsible for project coordination & will lead WP1 & WP8 and support implementation of all other WPs. UC, with its strong career service GIP and experience in providing skills training for students, will lead WP2. HUST's career services have several Good Practices in place & represent one of the stronger partners in the consortium for this aspect. As such they are ideal to lead WP3, with the support of MOET. TUOS, a top UK HEI and leader in supporting student entrepreneurship through its ENTERPRISE unit, will lead WP4. HCM-USSH's role as national coordinator, together with extensive knowledge of national context and experience from ENHANCE and REACT, makes it ideal to lead WP5, with the support of VCCI to ensure labour market participation. UD has strong experience in E+ projects, as a grant holder in 2 ongoing projects, making it the right partner to lead WP6 and supervise Quality Assurance of project implementation & outputs, with the support of UA. Finally, NTU, a dynamic and highly motivated partner, will lead WP7 with the support of UA, HCM-USSH & AIESEC to ensure a widespread dissemination.

E.3. European added value
Please describe the benefits of and need for European cooperation. Please describe also why the results cannot be achieved through national, regional or local funding (limit 1000 characters).

Current Viet. HEI support services are insufficient to provide students with needed skills to find quality employment. Viet. stud pay private centres to learn skills required by the labour market after graduating. Viet. HEI services must be modernised & staff provided with better knowledge & skills to support students in finding meaningful employment or starting their own businesses. V2WORK partners have requested external support for this as they are not receiving at a national level.

EU partners have outstanding student careers support services & strongly promote entrepreneurship among their students. They have experience with previous EU-funded initiatives to support PC HEIs to develop similar services & foster networking with business sector (e.g. proj. UNIWORK, ENHANCE, MEDAWELL, CAP4INNO).

The V2WORK outcomes could not be achieved in a similar period by a single HEI as they are based on coop. between HEIs, policy makers & industry, & with EU HEIs. EU participation increases policy-level support, enhancing visibility in Vietnam on role of HE sector to provide strong employability & entrepreneurship services to foster the country's further development

E.4. Innovative character

Indicate what the project is offering that is new and what are the main innovating elements (limit 2000 characters).

During the pre-proposal needs analysis, partners clearly stated that their CaCe staff needs training to update their knowledge & skills, modernise their organisational structure & support to establish better relationships with labour market to truly support their students & graduates in finding quality employment or starting their own businesses.

V2WORK provides an innovative approach to the matter of reinforcing HEI CaCes.

First of all, V2WORK incorporates all the key players that should be involved in student & graduate employment:
• University Higher Mgt., Professors and CaCe staff, represented by PC HEIs who will implement project activities & recruit others to the Network
• Students & graduates, represented by AIESEC who can collect data & disseminate information about project objectives, activities & results at a national level
• Employers, represented by VCCI who will facilitate networking opportunities between partner HEIs & local employers
• Policy makers, represented by MOET who will ensure relevance & impact of project results at a national level

In addition to capacity building activities , also incorporates a "proof of concept" phase that provides guidance & support by EU partners to PC CaCes as they prepare & launch new services aimed at their students & graduates, resulting in additional empowerment of local staff & ensuring sustainability.

Another innovative aspect is the project's emphasis on Networking, both between HEI CaCes, through the development of the V2WORK Network of Career Centres, but also between HEIs & labour market. A series of networking actions (multi-stakeholder working groups, business brunches, fora, conferences) have been designed to bring together employers & HEI academic & CaCe staff to begin building bridges in order to help them identify & understand each other's needs, identify potential mismatches, and find solutions to the issue of graduate unemployment. These networking actions should in addition lead to policy recommendations at institutional, local & national levels.

Finally, V2WORK is geographically innovative, as the consortium includes partners from 8 different provinces in Viet., with different economic backgrounds & needs, allowing partners to learn more from each other's experiences & providing a solid framework for a effective national network.

PART F - Quality of the project design and implementation

F.1. Aims and objectives

Please define the concrete aims and objectives of the project and describe the ways in which the situation set out under the previous section (Part E) will be changed (limit 3000 characters).

V2WORK is a STRUCTURAL ACTION in Vietnam which meets Region 6 priority "University-enterprise cooperation, entrepreneurship and employability of graduates" under Category D – Developing the Higher Education Sector within society at large. As such, and with support of the Vietnamese Ministry of Education and Training, it aims to strengthen the capacities of the Vietnamese HE System to improve the employability & entrepreneurship skills of its graduates, and to reinforce its relationships with the labour market.

Born at the request of MOET, and in response to a real need among the PC HEIs to strengthen career support services in order to better support their students and graduates in finding meaningful employment or starting their own businesses, V2WORK specifically aims to
• Modernise career support services of 8 Vietnamese HEIs by building institutional & human capacities in employability and entrepreneurship skills so they can become efficient & dynamic instruments to promote & support employment & entrepreneurship among HEI students & graduates.
• Reinforce university-enterprise relationships through the development of mechanisms to foster active involvement of enterprises in the Career Centres.

V2WORK activities correspond to three axes of actions:
• ANALYSIS & TRAINING.
Through WP1 Stakeholder & Context Mapping & WP2 Capacity Building the project will first gather and analyse data to obtain a clear and comprehensive view of the current situation and needs of the HE sector in Vietnam and in particular in the partner Career Centres. This will allow to develop & implement targeted training that will include guidelines for partners to further disseminate the knowledge & skills acquired through replication seminars and online courses.
• PROOF OF CONCEPT.
Through WP4 Implementation of Enhanced Services and supported by WP3 Institutional Strengthening of Career Centres, partners will apply the knowledge and skills acquired during training to develop & implement new services aimed at improving their students employment, employability & entrepreneurship skills.
• NETWORKING.
WP5 Policy & Labour Market Networking for Strategy Development is a key element missing in other similar initiatives. By opening channels and strengthening ties between HEIs and the industry, partners will have a better understanding of the labour market's needs and will be able to continuously adapt to meet these needs. By incorporating the policy level actions, and with the support of VCCI & MOET, we can ensure the impact reaches the national level.

These actions are all supported by transversal work packages Dissemination (WP6), Quality (WP7) and Management (WP8), which are crucial to the proper project implementation, high quality of project results and widespread impact.

Once completed, V2WORK will leave behind modernised Career Centres in 8 Viet. HEIs with new services for their students and graduates and an open line of communication with the labour market, as well as a strong national network to support further development of partner HEIs and other HEI career centres in the country. The support of MOET will ensure that policy recommendations reach their intended target, ensuring the impact and sustainability of project results.

V2WORK will significantly raise the visibility of the issue of HE support for graduate employment in Vietnam, and will show the way to improving this support, ultimately resulting in lower graduate unemployment and enhancing Vietnam's economic and social development

F.2. Project activities and Methodology

Please define the activities proposed and the working methodology (project activities/developments including educational and training content and pedagogical approach) to be used for achieving the objectives, including major milestones, measurable indicators, etc. (limit 6000 characters).

V2WORK WPs & activities are structured in such a way that they build off each other & are interconnected. They have been designed to meet partners' real needs & accomplish the project objectives of modernising PC HEI Career Centres (CaCes) & reinforcing HEI-enterprise relationships.

In order to ensure cost effectiveness different mobilities have been merged when possible. The project management & implementation structure provide the V2WORK partners with the best framework to achieve high quality & sustainable results & the direct involvement of partners in project conception, activities leadership (via WP coordination) & strong role in dissemination will ensure project ownership. The cooperation & networking mechanisms set up will result in a strong Network, open to new members, ultimately increasing the impact & sustainability of results.

V2WORK activites are structured along 3 main axes:
• Analysis & training
• Proof of concept
• Networking

• ANALYSIS & TRAINING
WP1 Stakeholder & Context Mapping (M1-M8) focused on gathering & analysing data to obtain a clear & comprehensive view of the current situation & needs of the HE sector in Vietnam with regards to graduate employment, and in particular in the PC CaCes. The results will serve as the basis for the targeted training (WP2) & institutional strengthening of CaCes (WP3).
TASKS: T1.1 Analysis meth. & tools (1 Meth.); T1.2 Study Visit to EU HEIs (8 Reflective Reports); T1.3 Data Collection & needs analysis (surveys/interviews distributed to min. 800 students; 400 graduates; 160 teachers; 80 employers + 8 partner CaCes; + to an additional 24 HEIs + 50 students, 50 graduates & 20 employers not directly connected to partner HEIs via networks of VCCI & AIESEC; 1 In-depth Needs Analysis report); T1.4 Benchmarking report (1 report with data collected in 1.3 from 8 partner + 24 non-partner HEI CaCes)
MILESTONE: in-depth & relevant analysis as basis for training, strengthening of CaCes & identification of Good Practices for the Network.

WP2 Capacity Building (M5-M36) will design & provide training to meet the needs identified in WP1. Includes 5 ToT with corresponding replication seminars, 1 practical workshop, online courses for HEI students, graduates & staff. Will provide CaCe staff with necessary knowledge & skills to implement WP4&WP5.
TASKS: T2.1 Training preparation (16 PC CaCe staff English lang. training; 1 training plan); T2.2 ToTs deliver & pract. workshp (5 ToT delivered, 180 CaCe staff trained; 3 pract. workshp. at EU HEIs, 8 CaCe staff trained); T2.3 Local Repl. Seminars (800 CaCe & academic staff trained); T2.4 Online courses (8 online courses delivered, 320 stud/grad/staff trained)
MILESTONES: high quality & on-target training delivered & replicated through seminars & e-

courses

• PROOF OF CONCEPT
WP3 Institutional Strengthening of Career Centres (M6-M36) will strenghten structure of CaCes & provide with tech. equipment (identified in WP1) & the framework for WP4 development. The Network created will increase visibility & strengthen bonds between PC CaCes and provide framework for future cooperation, enhancing sustainability.
TASKS: T3.1 Institutional Recognition & Action Plans (8 sustainable modernisation action plans; 24 yearly action plans; 8 support letters from HEI HM); T3.2 Upgrading Tech. Capacities of CaCes (8 CaCes with new equipment); T3.3 Creating/Updating of Websites & Databases (8 CaCe websites & 8 employer databases updated); T3.4 V2WORK Network of CaCes (1 set of Network documents; 1 National E.I.Competition; 1 e-learning platform; 1 sustainability workshp; 1 report "Fostering Student & Graduate Employability at Viet. HEIs")
MILESTONES: CaCes receive institutional approval of new action plans; equipment set; Network created; National Enterprising Ideas Competition held

WP4 Implementation of Enhanced Services will apply the knowledge & skills acquired during WP2 training to develop & implement new services to improve their students employment, employability & entrepreneurship skills, within the strengthened CaCes (WP3).
TASKS: T4.1 Enterprising Ideas Competition (8 EICs organised at PC HEIs); T4.2 Offering New Employment Services to Stud. & Grad. (8 new employment services launched at PC HEIs) ; T4.3 Offering New Employability Services to Stud. & Grad. (8 new employability services launched at PC HEIs) ; T4.4 Offering New Entrepreneurship Services to Stud. & Grad. (8 new entrepreneurship services launched at PC HEIs); T4.5 Careers Day (16 Careers Days organsed at PC HEIs)
MILESTONES: EIC held, winners participate in National EIC; new services implemented; Careers Days held

• NETWORKING
WP5 Policy & Labour Market Networking for Strategy Development, key component that will open communication channels & strengthen ties between HEIs & the industry, providing partners with a better understanding of the labour market's needs so they can adapt to meet these needs. Policy actions ensure national impact.
TASKS: T5.1 Multi-stakeholder steering & working groups & meetings (8 steering & working groups; 48 Business Brunches held); T5.2 Employment & Entrepreneurship Ecosystem Forum (8 Fora held, 480 participants tot.); T5.3 National Conf. on Graduate Empl.&Entrepr. (1 National Conf w/ 100 participants); T5.4 Policy White Paper (1 PWP)
MILESTONES: Fora & National Conference in Spring/Summer 2019.

Transversal WPs implemented during the whole project lifecycle support these to ensure high quality, relevant & sustainable results and high visibility & strong interaction with all target groups.

WP6 Dissemination (WP6) ensures visibility of project objectives, activities & results + increases participation beyond the consortium.
TASKS: T6.1 Diss. Strategy Plan (1 Plan); T6.2 Diss. Mat. & Proj. Web (1 set diss. materials & 1 Web); T6.3 Regular Int. & Ext. Diss. Activities (48 internal diss. reports, 8 proj. newsletters, 16 press releases); T6.4 Final Conf. (1 Final Conf. w/ 100 participants)
MILESTONES: Final Conference

WP7 Quality ensures proj. activities are carried out with the best methodology, ensuring high quality of project outputs & identifies corrective measures that need to be taken.

TASKS: T7.1 QA Plan & QB (1 QA plan, 1 internal Q-board with 1 expert/partner); T7.2 Internal QA (feedback forms compelted after each activity, 6 int. quality reports); T7.3 Ext. Quality Monitoring (2 reports by external experts)
MILESTONES: relevant, high quality & sustainable results achieved

WP8 Management oversees & supports project implementation, ensuring a timely & on-budget delivery of results in compliance with EC regulations.
TASKS: T8.1 Tools for Proj. Mgt. (1 proj. mgt. manual, 1 set of IT tools, 1 project mgt. board w/ WP leaders); T8.2 V2WORK Kick-off Meeting (1 KoM); T8.3 Technical Proj. Coord. & Mgt. Meetings (6 mgt. meetings); T8.4 Financial & Admin. Proj. Mgt. (on-budget implementation; 2 contractual financial reports); T8.5 Reporting (42 WP reports, 78 partner reports, 2 contractual reports)
MIL

F.3. Budget and cost effectiveness

Please describe the strategy adopted to ensure that the proposed results and objectives will be achieved in the most economical way and on time. Explain the principals of budget allocation amongst partners. Indicate the arrangements adopted for financial management and what co-financing modalities are planned (limit 3000 characters).

The total amount requested to implement the action with high quality standards is 976.309,50€.
- Staff costs represent 39,41%
- Travel costs represent 37,16%
- Equipment represents 13,93%
- Subcontracting represents 9,50%
of total budget.

Partners have been allocated necessary resources to implement activities. As coordinator UA has additional budget for a proper coordination and reporting. WP leaders (UA, TUOS, UC, HCM-USSH, HUST, UD, NTU) have additional amounts to lead activities. HCM-USSH (reg. coord.) has additional amount to ensure dynamic coordination & active involvement of all Vietnamese institutions. MOET & VCCI have additional budget for extra work with authorities and sensitization of target stakeholders to increase impact of project results, as well as providing WP3 & WP5 leaders with support. Finally, 8.000€ per each external QA expert (2) has been allocated to cover travel, cost of stay and fees for revision of the most important V2WORK results.

Effective management will ensure the consortium implements the action efficiently and effectively. This involves close monitoring of progress indicators and a strong and permanent alignment/synergies with related and complementary EU/non-EU programmes and initiatives. There will be regular communication and updates from the coordinator and contractual reporting will be delivered to the Funding Authority. In addition internal control will be on a 6 monthly basis; UA will request quantitative/ qualitative/ financial data from partners on the implementation of the action in the last period. Data will be used for continuous update of the LFM, an evolving resource and a key management tools to allow the coordinator and all partners an effective monitoring and understanding if they are performing correctly; and if they are not, to take corrective measures to ensure the project's success and achievement of the expected results with the highest quality.

Cost effectiveness will be possible thanks to a realistic and careful cost estimation of each activity. Printing of main outputs will be done in PCs (lower costs than in EU). Local translators will also be when needed to reduce translation cost. Regarding travel, events have been merged as follows for an efficient use of the funds:

International Events (EU + PC partners):
• Kick-off Meeting in M2 at UA, with Study Visits at UA, TUOS & UC
• Management Meeting 1 in M8 at NTU, with ToT1
• Management Meeting 2 in M12 at UD, with ToT3
• Management Meeting 3 in M16 at TVU, with ToT5
• Management Meeting 4 in M21 at HCM-USSH, with National Conference
• Management Meeting 5 in M29 at TDMU, with Sustainability Workshop
• Management Meeting 6 in M36 at HUST, with Final Conference

Project meetings will be held regularly (6 months), merged with other activities where possible as indicated above. Daily communication will be possible by using email, instant messaging systems, project DropBox, social networks, to ensure cost effectiveness of the action without loosing quality.

Regarding co-financing, V2WORK partners will co-fund the activities with their own institutional resources. UA will support the difference between the real rate of the staff involved in the project and the maximum daily rate financed by Erasmus+. The real rates correspond to the employing institution's usual policy on remuneration. This will be for each of the staff categories (Manager, Researcher, Technical and Administrative) and for each of the project activities.

F.4. Quality control and Monitoring

Please explain what mechanisms have been put in place for ensuring the quality of the project and how the evaluation will be carried out. Please define the specific quality measures established, as well as the benchmarks and indicators foreseen to verify the outcome of the action. Make sure that the information in this section is consistent with the project Logical Framework Matrix (limit 3000 characters).

High quality implementation methodology standards for achievement of excellent & sustainable results will be essential for the success of the V2Work project. All activities have been defined with this principle in mind & contingency/mitigation measures were taken into account at the time of proposal drafting.

NTU will lead Internal QA activities, supported by Internal Quality Board (1*partner) with the commitment of all partners. Quality will be conceived as a common effort.
This will be complemented by external QA, to have an unbiased opinion on project development & results from the 2 external experts to improve the project during its implementation and beyond, to achieve maximum benefit.

WP1 Stakeholder & Context Mapping, in-depth and relevant analysis as basis for training, strengthening of CaCes & identification of Good Practices for the Network.
INDIC: 1 Meth. for collection, collation & analysis of data; 8 Reflective Reports;surveys/interviews distributed to min. 800 students; 400 graduates; 160 teachers; 80 employers + 8 partner CaCes + 24 HEIs as well as 50 students, 50 graduates and 20 employers; 1 in-depth analysis report; 1 benchmarking report
QA TOOLS: target groups reached (type&amounts), high quality analysis meth.

WP2 Capacity Building - high quality & on-target training delivered & replicated
INDIC: 16 PC CaCe staff receive English lang. training; 1 targeted training plan; 5 ToT del., 180 CaCe staff trained; 3 pract. workshp. at EU HEIs, 8 CaCe staff trained; 40 Repl. Sem., 800 CaCe & academic staff trained; 8 online courses del., 320 stud/grad/staff trained

QA TOOLS: trainers' expertise/innovative meth., tranees' satisfaction.

WP3 Inst. Strengthening of CaCes, action plans institutional approval; Equipment purchased; Network created; National Enterprising Ideas Competition held
INDIC: 8 modernis. action plans; 24 yearly action plans; 8 support letters from HEI HM; 8 new equipments; 8 CaCe websites & 8 employer databases updated; 1 Network documents set; 1 Nat. E.I.Competition; 1 e-learning platf.; 1 sustainability wksp.; 1 report on employability.
QA TOOLS: needed equipment, maintenance plan, data reliability.

WP4 Implement. of Enhanced Services, EIC held, winners participate in National EIC; new services; Careers Days held
INDIC: 8 EICs organised at PC HEIs; 8 new employment/employability/enterpreneurship services launched; at PC HEIs; 16 Careers Days
QA TOOLS: visibility, users' satisfaction, institutional endorsement.

WP5 Policy & Labour Market Netw. for Strategy Dev, Fora & National Conference held
INDIC: 8 steering groups; 48 Business Brunches; 8 Fora held, 480 participants tot.;1 National Conf w/ 100 participants; (1 PWP)
QA TOOLS: input from all targets, crucial focus topics for events, satisfaction surveys.

WP6 Diss. (WP6), Project is visible, target groups addressed
INDIC: 1 diss. Plan; 1 set diss. matx. & 1 proj. web; 48 internal diss. reports, 8 proj. newsletters, 16 press releases; 1 Final Conf.
QA TOOLS: participants' satisfaction questionnaires

WP7 QA, relevant, high quality & sust. results achieved
INDIC: 1 QA plan, 1 internal QB; feedback forms compelted, 6 internal QA reports; 2 reports by ext. experts
QA TOOLS: appropiate QA Plan and Tools, appropiate External Experts' profile.

WP8 MGT, project implemented on time/budget
INDIC: 1 proj. mgt. manual, 1 set of IT tools, 1 project mgt. board; 1 KoM; 6 mgt. meetings; 2 contractual reports; 42 WP reports, 78 partner reports
QA TOOLS: satisfaction surveys for pr. meetings, EACEA feedback

PART G - Impact, dissemination and exploitation, sustainability

G.1. Expected impact of the project

Please explain who will use these project outputs / products / results and how the consortium will reach them. Describe how the target groups (including participating institutions, stakeholders) will be reached and involved <u>during the life of the project</u> and how the project will benefit the target group at local, regional, national and or European level. Please structure your description according to the different levels of impact and stakeholders (limit 3000 characters).

V2WORK activities directly target PC HEI management, academic & CaCe staff, students & graduates + employers & policy makers. Participation in and impact of project activities are guaranteed by good project management (WP8) and quality assurance (WP7) and wide dissemination of targeted messages through relevant channels (WP6).

Direct impact for project partners:

PC HEI MANAGEMENT are crucial players to support the institutional strengthening of the CaCes (WP3) and support implementation of the enhanced services (WP4) and institutional participation in the V2WORK Network and the labour market networking events (WP5). They will contribute to the in-depth analysis & benchmarking and participate in the KoM & study visits (WP1) and in the National and Final conferences (WP5 & WP6).

PC HEI CaCe STAFF are the direct beneficiaries of the Training of Trainers and are responsible for replicating them through seminars & online courses (WP2). They will lead the collection of data through surveys & interviews for the in-depth analysis & benchmarking (WP1), and will prepare the action plans and contribute to the creation of the V2WORK network and participate in drafting of Network documents (WP3). They will organise and participate in the networking events (WP5) and will prepare and implement the enhanced services (WP4).

PC HEI TEACHERS will benefit from training offered to staff by CaCes (WP2), and from the networking events with the labour market (WP5).

PC HEI STUDENTS & GRADUATES will benefit from training offered by CaCes (WP2) and the services launched which directly target them (WP4). They will also be involved in the networking events (WP5) and will contribute data to the in-depth analysis & benchmarking (WP1).

At a National level:

NON-PARTNER HEI CaCes, Students & Graduates will benefit from the networking events (WP5) and from CaCes being able to join the Network and learn partner CaCes. Will also contribute data to in-depth analysis & benchmarking and will have access to reports (WP1).

EMPLOYERS will benefit from increased access to PC HEIs and increased dialogue allowing to identify and resolve mismatch issues (WP5). Will also benefit from increased employability skills of potential future employees trained by CaCes. Will also contribute data to in-depth analysis & benchmarking and will have access to reports (WP1).

POLICY MAKERS will benefit from policy recommendations which arise from analysis reports (WP1) and networking events (WP5). Will support creation of Network (WP3).

At EU level:

> Wide dissemination & visibility of project activities & results facilitates cooperation with current initiatives and enhances future initiatives.

Please describe how the target groups (including participating institutions, stakeholders) will be reached <u>after the project is finished</u> (limit 3000 characters).

V2WORK has been conceived so that project activities produce sustainable results. Added to this is the request for support by PC HEIs to modernise their career support services, and a clear need at national level to increase HEI graduates employability skills to reduce mismatch with labour market needs and ultimately reduce graduate unemployment.

The V2WORK Network of Career Centres in Vietnam will continue to disseminate project results and develop new actions after the end of the project.

Furthermore, long-term project outputs will continue reaching target groups after V2WORK ends.

ANALYSIS & BENCHMARKING REPORTS ("Graduate Employment & Entrepreneurship in Vietnam"; "Supporting Student & Graduate Employability – Current Practices in Vietnam"; "Fostering Student & Graduate Employability in Vietnamese Universities")
• Target: partner & non-partner PC HEIs, students, graduates, employers, relevant authorities
-> Print and electronic versions of the reports will remain available at PC HEIs and on websites. Links to documents will be present on partners' and other relevant websites (funding authority etc.)

CAREER CENTRES & V2WORK NETWORK
• Target: Partner & non-partner CaCe staff and HEIs
-> PC HEIs will be more visible and more competitive at a national level thanks to the strengthened Career Centres and participation in the Network as this will make them more attractive to potential students who wish to study at a university that will help them develop the necessary skills to obtain quality employment or start their own business after graduation.
-> Non-partner HEI CaCes will benefit from the Network which will be open to new members and will give them access to the experience, good practices and training of the V2WORK partners and will enhance future networking opportunities.

ENHANCED SERVICES
• Target: CaCe staff & students of PC HEIs, employers
-> Partner CaCes will continue to provide the enhanced services once the project has ended, continuing to provide support to future students. Employers will benefit from the increasing number of graduates with the necessary skills to meet their needs.

CAPACITY BUILDING
• Target: CaCe staff, students & graduates of partner and non-partner PC HEIs
->Reinforced capacities of PC HEIs' CaCe staff will result in relevant services and training provided to HEI students & graduates to develop their employability skills, and will provide support for student entrepreneurs. Training materials will remain freely available for replication for training of staff and online courses will be available to new members of the Network thro

Overview of short and long term impact indicators
Please add rows as necessary according to indicators

Short term impact	Target groups/potential beneficiaries	Quantitative indicators	Qualitative indicators
Increased awareness of the labour market needs and the situation of graduate employment & entrepreneurship in Vietnam	PC HEI managers, teachers, Career Centre staff, students & graduates PC Employers PC Policy makers	1 METHODOLOGY for collection, collation & analysis of data. SURVEYS & INTERVIEWS disseminated to 800 students; 400 graduates; 160 teachers; 80 employers & 8 partner CaCes. Also distributed to an additional non-partner 24 HEIs, 50 students, 50 graduates & 20 employers 1 IN-DEPTH ANALYSIS REPORT	High-quality analysis & data collection methodology Statistically relevant number of replies
Increased understanding of the improvement needed in PC HEIs & CaCes	PC HEI managers, teachers, Career Centre staff, students & graduates	1 METHODOLOGY for collection, collation & analysis of data. SURVEYS & INTERVIEWS disseminated to 800 students; 400 graduates; 160 teachers & 8 partner CaCes. Also distributed to an additional non-partner 24 HEIs Study Visit to EU HEIs 1 BENCHMARKING REPORT	High-quality analysis & data collection methodology Statistically relevant number of replies
Human capacity built on professional competences & sectoral skills to support students & graduates in finding meaningful employment and starting their own business	PC HEI Career Centre staff	5 ToTs (180 staff trained) + 5*8 replication seminars (800 staff trained)	Carefully designed training plan and high quality targeted training materials Feedback of trainees used to improve next activity
Increased services available to students & graduates to develop	PC HEI students & graduates	2*8 online courses provided (320 participants) 3*8 enhanced services	Carefully designed and implemented online courses and enhanced services

employment, employability & entrepreneurship skills		provided to develop employment / employability / entrepreneurship skills 8 Enterprising Ideas Competitions held	Feedback of participants used to improve next activities & courses Widely publicised EICs and high number of participants with innovative ideas
Increased cooperation between HEIs & employers	PC HEI managers, teachers, Career Centre staff, students & graduates PC Employers	Employers participate in Multi-stakeholder steering & working groups 2*8 Careers Days held 8 Employment & Entrepreneurship Ecosystem Forum (480 participants tot) 1 National Conference on Employment & Entrepreneurship held (100 participants)	Carefully advertised and planned meetings to meet participants' expectations; feedback used to improve following meetings High level of satisfaction in Careers Days, Fora & Conference (seen through feedback forms)
Policy recommendations made	PC HEI managers, teachers, Career Centre staff, students & graduates PC Employers PC Policy makers	1 Policy White paper presented	Carefully drafted Policy White Paper, taking into account conclusions & recommendations from Networking Events, and presented to relevant authorities

Long term impact	Target groups/potential beneficiaries	Quantitative indicators	Qualitative indicators
Awareness raised on importance of Career Centres to increase graduate employability	PC HEI managers, teachers, Career Centre staff, students & graduates PC Employers PC Policy makers	Policy-level support for CaCes	Enhanced importance of CaCes within their institutions
Increased cooperation between HEIs to support graduate employability	PC HEI managers, teachers, Career Centre staff, students & graduates	Number of PC HEI CaCes joining the V2WORK Network	Effectiveness of CaCes' actions
Awareness raised on importance of maintaining HEI-labour market relationships	PC HEI managers, teachers, Career Centre staff, students & graduates PC Employers	Number of agreements between Businesses & HEIs for student internships, placements or other forms of cooperation	Reduced mismatch between HEI offer and labour market needs

		Continuation of regular meetings between employers and HEI staff	
Students & graduates' employment, employability & entrepreneurship skills improved	PC HEI students & graduates	Continued & increased offering of services & courses to help students & graduates develop skills	Increased graduate employability Number of student/graduate start-ups
Increased rate of graduate employment	PC HEI students & graduates PC Employers	Reduced graduate unemployment rates	Higher satisfaction of employers with graduates' skills More graduates in meaningful employment

G.2. Dissemination and exploitation strategy

Please explain how the dissemination will be organised and how exploitation activities will ensure optimal use of the results within the project's lifetime and after. Explain the roles, responsibilities and target groups (limit 3000 characters).

Dissemination is integrated into all of V2WORK's activities, throughout the project lifetime. Project activities & deliverables have been designed to maximise multiplier potential & long-term sustainable impact, reinforced through targeted dissemination measures.

WP6 (Diss.) led by UD (with previous experience as coordinator of 2 E+ projects) & with the support of UA will be dedicated to coordinating this aspect of the project. All project partners will contribute regularly (particularly MOET, VCCI & AIESEC to stakeholders at a national level).

WP6 is interconnected with other WPs with strong diss. components: WP2 Capacity Building (replication seminars & online courses), WP3 Institutional Strengthening of Career Centres (V2WORK Network & publication of a Report -T3.4), WP4 Implementation of Enhanced Services (increase participation in EIC, Career Days & services) and WP5 Policy & Labour Market Networking (for participation in multi-stakeholder steering & working groups, business brunches, Fora and National Conference).

At the beginning of the project a detailed dissemination strategy plan (D6.1,1) will be prepared to help partners them maximise dissemination opportunities & reach all relevant stakeholders through targeted actions and relevant channels.

The project will have a "corporate identity" & a coherent visual image thanks to the dissemination materials (D6.2.1 – logo, leaflets, posters, templates etc.) & a bilingual website (D6.2.2). The website will be updated regularly, ensuring maximum dissemination of contents (provided by entire consortium) at national & international levels. The project will also publish a regular newsletter and update various Social Media platforms.

Both INTERNAL (consortium & internally at partner HEIs) and EXTERNAL (other PC HEIs in the country & relevant national stakeholders) dissemination will be pursued extensively through project activities & outputs such as Employment & Entrepreneurship Ecosystem Forum (T5.2), National Conference on Graduate Employment & Entrepreneurship (T5.3), the Final Conference (T6.4) and the V2WORK Network (T3.4) as well as for Training of Trainers (T2.2), Replication Seminars (T2.3), Online Courses (T2.4), Enterprising Ideas Competitions (T4.1) Careers Days

(T4.5) & Enhanced Services (T4.2, 4.3 & 4.4). The Network will be widely publicised nationally in order to increase membership at the end of the project. Finally, guides, reports, online courses & training materials will remain available after the project's end for further use by the V2WORK members & any other interested parties.

Dissemination will be directed at:
POLICY level: HE & Labour authorities
INSTITUTIONAL level: HEI higher management, academics, CaCe staff & students
SOCIETAL level: national labour market & HE graduates

Dissemination will target:
Project consortium, to ensure partners are fully aware of project activities + deliverables & exploitation of results. Dissemination will go beyond staff regularly involved in project activities, targeting Institutional level for Replication Seminars, Online courses, Services & Fora.
National, to attract participants for National Conference, Final Conference, National EIC & Network, plus to disseminate results of Reports (D1.3.1, D1.4.1, D3.4.5).
EU level / international, to give visibility to project results & the V2WORK Network, also to the ERASMUS+ programme & to foster complementary initiatives with other pertinent actions being developed in the region.

G.3. Sustainability

Explain how the impact of this project will be sustained beyond its lifetime. Please list the outcomes that you consider sustainable and describe the strategy to ensure their long lasting use beyond the project's life - financially, institutionally and policy level. Also explain how the results will be mainstreamed and multiplied in the sector of activity and in the participating institutions. Describe the strategy foreseen to attract co-funding and other forms of support for the project (limit 2000 characters).

V2WORK meets a clearly identified need in Vietnam to strengthen HEIs' capacities to support their students & graduates to find meaningful employment or start their own enterprise, reinforced by partners' own statements in the needs analysis, ensuring sustainability of project results.
The V2WORK network will continue to disseminate project results & develop new actions with founding & new members after the project has ended.
Finally, project activities have been designed to persist, through multiplication of trainings, enhanced services and publications.

FINANCIAL sust. Enforced by V2WORK objectives in line w/ institutional objectives of PC HEIs & with national development priorities, & by capacity building of CaCe staff already on the HEI payroll. Training costs are covered by the action, & the CaCes will replicate trainings locally (T2.3). The website & E-learning platform will require minimum financing after completion of the action, & training materials will be available for replications. Enhanced services (T4.2, 4.3, 4.4) will require minimum financial support from PC HEIs to continue being implemented. Action plans for the CaCes, Action & Sustainability Plans for the V2WORK Network (T3.4) will enable CaCes to continue developing & cooperating at national level.

INSTUTIONAL sust. Guaranteed by partners' commitment to supporting their students to find meaningful employment or start their own businesses. Training materials & Online Courses (T2.4) will be available to develop other staff's capacities after project end. Enrolment of new members will assure future sustainability of the Network (T3.4). Multi-stakeholder steering &

working groups (T5.1) and E&E Ecosystem Fora (T5.2) with authorities & industry will strengthen links & collaboration between academia and other stakeholders, increasing the potential for future cooperation.

At POLICY level, National Conf. (T5.3), Policy White Paper (T5.4) & Reports (D1.3.1, D1.4.1 & D3.4.5) will raise awareness with multiple targets & ensure exploitation of project results at all levels, including policy. The high profile of the V2WORK Network will make it a national reference in the issue of student employment & entrepreneurship support services & graduate employment, becoming a strong actor to discuss policy actions with relevant government agencies.

LOGICAL FRAMEWORK MATRIX – LFM

Wider Objective: *What is the overall broader objective, to which the project will contribute?*	*Indicators of progress: What are the key indicators related to the wider objective?*	*How indicators will be measured: What are the sources of information on these indicators?*	
• To strengthen the capacities of the Vietnamese Higher Education System in order to improve the entrepreneurship and employability skills of its graduates and reinforce its relationships with the labour market	• New HEI Labour market related policies • New National policies regarding HE and graduate employment • Increased knowledge on labour market needs & trends in Vietnam • Improved human, organisational and technical capacities of PC HEI Career Centres • Increased degree of entrepreneurship among graduates • Increased graduate employment • Increased cooperation initiatives between HEIs & enterprises •	• Changes to Strategic Plans & policies at PC HEIs • Changes to National laws & policies • Project progress reports & Career Centres' activity records & databases (numbers of students in internships, students placed in jobs, enterprises created by students…) • International & National labour statistics • MoUs or other agreements signed with enterprises •	
Specific Project Objective/s: *What are the specific objectives, which the project shall achieve?*	**Indicators of progress:** *What are the quantitative and qualitative indicators showing whether and to what extent the project's specific objectives are achieved?*	**How indicators will be measured:** *What are the sources of information that exist and can be collected? What are the methods required to get this information?*	**Assumptions & risks:** *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?*
• Specific project objectives: • To modernise the career support services of 8 Vietnamese HEIs by building institutional and human capacities in entrepreneurship and employability skills so they can become efficient and dynamic instruments to promote and support employment and entrepreneurship among HEI students and graduates. • • To reinforce university-enterprise relationships by developing tools	• Policy white paper drafted and presented to ministry • Project results widely disseminated in Final Conference	• Completed surveys & interviews + widely disseminated reports • Training plan, training materials, online courses, lists of participants, feedback forms, records of participants in online courses • Action Plans & letters of support from Higher Management, new equipment installed, websites & databases created/upgraded • Network documents (mission/vision/action	• High interest by Vietnamese HEIs to adopt new policies and practices with regards entrepreneurship and employability and to improve their performance • Low involvement of HEIs staff offset by project dissemination and explanation on the importance and benefit of the results of V2WORK • •

and mechanisms to foster active involvement of enterprises in the Career Centres.		plan/sustainability plan) and enlarged membership • Network activities (sustainability workshop & National EIC) implemented (participant lists, reports). Widely disseminated final report • Feedback forms from participants (staff/students/employers) in enhanced services, EIC & career days • Lists of members of steering & working groups, annual activity plans, meeting minutes/reports & feedback forms •• Ecosystem Fora, National Conference & Final Conference implemented (press releases, lists of participants, presentations, conclusions, reports) • • •	• •
• •	• •		
Outputs (tangible) and Outcomes (intangible): • *Please provide the list of concrete DELIVERABLES - outputs/outcomes (__grouped in Workpackages__), leading to the specific objective/s.:* • WP1 • D1.1.1 Methodology for collection, collation and analysis of data • D1.2.1 Study Visits • D1.2.2 Study Visit reflection reports	**Indicators of progress:** *What are the indicators to measure whether and to what extent the project achieves the envisaged results and effects?* • • WP1: Methodology, Study visits, Study visits reports, Data Collected from at least 800 students; 400 graduates; 160 teachers; 80 employers and 8 partner CaCes; Analysis report, Lessons learnt report, Benchmarking report	**How indicators will be measured:** *What are the sources of information on these indicators?* • WP1: Methodology (1), Study visits (3), Lessons learnt report (8), Needs Analysis report (1), Benchmarking report (1) • WP2: English training certificates, Training Plan, ToT materials/agendas/lists of participants/feedback, Practical	**Assumptions & risks:** *What external factors and conditions must be realised to obtain the expected outcomes and results on schedule?* • Willingness to cooperate internationally and share knowledge on entrepreneurship, employability and relationships with labour market. • • Reduced impact of the activities due to insufficient skills of VN partner staff offset by via an exhaustive

• D1.3.1 Analysis Report "Graduate Employment and Entrepreneurship in Vietnam". • D1.4.1 Benchmarking Report "Supporting Student & Graduate Employability - Current Practices in Vietnamese Universities" • WP2 • D.2.1.1 English training delivered • D2.1.2 Target training plan • D2.2.1 5 ToT modules • D2.2.2 Practical workshops in EU HEI CaCes • D2.3.1 5*8 Local Replication Seminars • D2.4.1 2*8 Online courses designed • D2.4.2 2*8 Online courses • WP3 • D3.1.1 Career Centre documentation • D3.2.1 Equipment & software purchased for career centres • D3.3.1 Career Centre websites • D3.3.2 Career Centre databases • D3.4.1 V2WORK Network documents • D3.4.2 National Enterprising Ideas Competition • D3.4.3 V2WORK E-learning platform	• • WP2: English training (2*8 CaCe staff) , 1 Training Plan, 5 ToT modules, 5*8 Local Replication, 3 Practical workshops, 2*8 online courses • • WP3: Career Centre documentation, databases, websites, equipment, documents, Nat. Enterprising Competition, E-learning platform, Sustainability Workshop, Report "Fostering Student & Graduate Employability" • • WP4: Enterprising Ideas competitions, New services implemented, Career days held • • WP5: Steering Groups & Working Groups, Reports on meetings & business brunches, Employment & Entrepreneurship Ecosystem Fora, National Conference, • Policy White Pape • • WP6: Strategy plan, Dissemination materials, website, Final Conference • • WP7: QA Plan, Internal Quality Board, External reports •	workshops materials/agendas/lists of participants/feedback , Reflective reports(8), ToT reports, Replication Seminars (5*8), Total ToT trainees (180), Total PW trainees (8), Total Loc. Rep trainees(800), Total online training atendees (320) • WP3: HM CC reports(8), Action plans(8), Annual Work plans (3x8) Career Centre equipped (8), databases, websites(8), network created (1), network document set (1), Nat. Enterprising Competition (1), E-learning platform (1), Online courses (2x8), Sustainability Workshop (1), Report "Fostering Student & Graduate Employability" • WP4: Business concept competitions (8), competition winners (8), New services implemented 8x(employment, employability and entrepreneurship), Career days (8 • WP5: Guidelines MSSG&WG(8) MSSG&WG established (8), Reports on meetings & business brunches (6x8), Employment & Entrepreneurship Ecosystem Fora (8), National Enterprising Ideas Competition (1), National Conference (1), • Policy White Paper (1) • WP6: Dissemination plan (1), Dissemination materials set (1),	assessment of priorities and needs and framework and capacity building activities. • • Reduced impact of dissemination activities among students and other beneficiaries offset by the strategic selection of key Vietnamese HEIs as partners and a solid dissemination strategy • • Reduced availability of Vietnamese HEIs staff for the implementation of project activities offset by commitment demonstrated through partnership • • • Availability of staff in EU partners for providing training and the rest of the project activities offset by commitment demonstrated through partnership. •

• D3.4.4 Network Sustainability Workshop • D3.4.5 Report "Fostering Student & Graduate Employability in Vietnamese Universities" • WP4 • D4.1.1 8 Enterprising Ideas competitions held • D4.2.1 8 new employment skills services • D4.3.1 8 new employability skills services • D4.4.1 8 new entrepreneurship services • D4.5.1 2*8 Careers Days held • WP5 • D5.1.1 Multi-stakeholder Steering Groups & Working Groups D5.1.2 Reports on meetings & business brunches D5.2.1 8 Employment & Entrepreneurship Ecosystem Fora D5.3.1 1 National Conference on Graduate Employment and Entrepreneurship D5.4.1 1 Policy White Paper WP6 D6.1.1 Dissemination strategy plan D6.2.1 Dissemination materials D6.2.2 V2WORK Project website	• WP8: PM Manual, IT Tools, PMB, KoM, Management Meetings, Reports •	Newsletters (8), press releases (2x8), website&social media (updated), Partner dissemination reports(8), Final Conference (1), Attendees (≈100) • WP7: QA Plan(1), Internal Quality Board (1), Internal QA reports (6), External quality assurance formative assessment reports (2) • WP8: PM Manual (1), file sharing platform (1), newsletter infrastructure (1), PMB (1), KoM (1), Management Meetings (6), Reports, Work Package reports (42), Partner reports (78) • •	

D6.3.1 Regular internal & external dissemination by partners D6.4.1 Final Conference WP7. 7.1 Quality Assurance Plan D7.1.2 Internal Quality Board 7.2 Internal Quality Assurance 7.3 External Quality Monitoring WP8. 8.1 Tools for Project Management 8.2 V2WORK Kick-Off Meeting 8.3 Technical project coordination and management meetings 8.4 Financial & administrative project management 8.5 Reporting			
Activities: *What are the key activities to be carried out (**grouped in Workpackages**) and in what sequence in order to produce the expected results?* • WP1 STAKEHOLDER AND CONTEXT MAPPING • 1.1 Analysis methodology & tools • 1.2 Study Visit to EU HEIs • 1.3 Collection of data & needs analysis • 1.4 Benchmarking report • • WP2 CAPACITY BUILDING • 2.1 Training preparation • 2.2 Training of trainers delivery & practical workshop	**Inputs:** *What inputs are required to implement these activities, e.g. staff time, equipment, mobilities, publications etc.?* • WP1: 156.629,00 - 16,04% of the total budget • Staff: 30.569,00€, 3,13% of the total budget • Travel and Cost of Stay: 120.060,00€, 12,30% of the total budget • Equipment: € • Subc.: 6.000,00€, 0,61% of the total budget • • WP2 245.739,00 - 25,17% of the total budget		**Assumptions, risks and pre-conditions:** *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?* • WP1 (A): Availability of data • High HEI commitment to collect relevant & reliable data & contribute to solid analysis • (R): Low partner involvement ≠intensive monitoring & persuasion of importance to set basis for a relevant project. • WP2. (A) Strong interest to gain new skills & knowledge & to replicate the trainings

• 2.3 Local Replication seminars • 2.4 Online courses • • WP3 INSTITUTIONAL STRENGTHENING OF CAREER CENTRES • 3.1 Institutional Recognition Of Career Centres And Action Plans 2017-2020 • 3.2 Upgrading Technical Capacities Of Career Centres • 3.3 Creating/Updating Of Websites & Databases • 3.4 V2WORK Network of Career Centres • • WP4 IMPLEMENTATION OF ENHANCED SERVICES • 4.1 Enterprising Ideas Competition • 4.2 Offering new employment skills services to students and graduates • 4.3 Offering new employability services to students and graduates • 4.4 Offering new entrepreneurship services to students and graduates • 4.5 Careers Day • • WP5 POLICY & LABOUR MARKET NETWORKING FOR STRATEGY DEVELOPMENT • 5.1 Multi-Stakeholder Steering & Working Groups And Meetings • 5.2 Employment & Entrepreneurship Ecosystem Forum • 5.3 National Conference On	• Staff: 74.409,00€, 7,62% of the total budget • Travel and Cost of Stay: 155.230,00€, 15,90% of the total budget • Equipment: 0,00€ • Subc.: 16.100,00€, 1,65% of the total budget • • WP3 209.352,00 - 21,44% of the total budget • Staff: 47.607,00€, 4,88% of the total budget • Travel and Cost of Stay: 18.045,00€, 1,85% of the total budget • Equipment: 136.000,00€ 13,93% of the total budget • Subc.: 7.700,00€, 0,79% of the total budget • • WP4 57.116,00 - 5,85% of the total budget • Staff: 53.516,00€, 5,48% of the total budget • Travel and Cost of Stay: 0,00€ • Equipment: 0,00€ • Subc.: 3.600,00€, 0,37% of the total budget • • WP5 80.628,50 - 8,26% of the total budget • Staff: 37.693,50€, 3,86% of the		• High relevance of the trainings • High interest in replications & ecourses. • (R): Lack of interest to participate in replications ≠raising awareness of importance & usefulness. • Lack of awareness/interest of staff, stud, grad in in ecourses ≠ selection of relevant topics & intensive diss. • WP3 (A) HEI HM & CaCe staff committed to implement changes • Increasing CaCe efficiency is an objective of HEIs • Willingness to participate in Network • (R): Low commitment of HEIs in sustaining CaCes in long term ≠ project idea tailored to the PC needs. • Lack of motivation of CaCe staff & poor national coord among Network. Offset by raising awareness on importance of modernising CaCes & advantages of Network. • WP4 (A) Enhancing the empl. skills of PC HEI students will align them w/ labour market requirements; • Enhanced services for entrepreneurship will inspire students to consider entrepreneurship career option • (R) Low student engagement w/services ≠ diss actions • WP5 (A) Policy support enforced through active inclusion in the project • Interest of HEIs & enterprises to

Graduate Employment And Entrepreneurship • 5.4 Policy White Paper • • WP6. DISSEMINATION • 6.1 Dissemination strategy plan • 6.2 Dissemination materials & Project website • 6.3 Regular internal & external dissemination activities • 6.4 Final Conference • • WP7. QUALITY ASSURANCE • 7.1 Quality Assurance Plan & QB • 7.2 Internal Quality Assurance • 7.3 External Quality Monitoring • WP8. • 8.1 Tools for Project Management • 8.2 V2WORK Kick-Off Meeting • 8.3 Technical project coordination and management meetings • 8.4 Financial & administrative project management • 8.5 Reporting •	total budget • Travel and Cost of Stay: 35.635,00€, 3,65% of the total budget • Equipment: 0,00€ • Subc.: 7.300,00€, 0,75% of the total budget • • WP6 112.636,00 - 11,54% of the total budget • Staff: 51.096,00€, 5,23% of the total budget • Travel and Cost of Stay: 31.490,00€, 3,23% of the total budget • Equipment: 0,00€ • Subc.: 30.050,00€, 3,08% of the total budget • • WP7 51.549,00 - 5,28% of the total budget • Staff: 35.549,00€, 3,64% of the total budget • Travel and Cost of Stay: 0,00€ • Equipment: 0,00€ • Subc.: 16.000,00€, 1,64% of the total budget • • WP8 62.660,00 - 6,42% of the total budget • Staff: 54.325,00€, 5,56% of the total budget • Travel and Cost of Stay:		participate in netwk. events • (R) Low participation of non-partner HEIs or local enterprises, ≠ targeted diss. & support MOET & VCCI • WP6 (A) All partners diss. the project activities & results on a regular basis. result in high participation in activities • (R): Mis-identification of relevant diss targets and/or comm. channels, ≠ diss. updated strategy • WP7 (A) Excellence of outputs assured via a careful QA • (R): Biased evaluation ≠the inclusion of external QA • WP8 (A) Partners committed to project, fluid comm. & professional mgt.; • (R): Failures due to unforeseen circumstances ≠adequate management measures.

	2.335,00€, 0,24% of the total budget • Equipment: 0,00€ • Subc.: 6.000,00€, 0,61% of the total budget • •		

WORKPLAN

Please use the model provided. Applicants are expected to complete a <u>one-page work plan for each project year</u>.
For each year of your project proposal, please complete a work plan indicating the deadlines for each outcome and the period and location in which your activities will take place. Please create additional work plan tables if further space is needed.

The same reference and sub-reference numbers as used in the logical framework matrix must be assigned to each outcome and related activities.

Activity carried out in the Programme Country: **=** (E.g. activity in France for two weeks in the first month of the project 2= under M1)
Activity carried out in the Partner Country (ies):   **X** (E.g., activity in Tunisia for three weeks in the second month of the project: 3X under M2)

WORKPLAN for project year 1

Ref.nr/ Sub-ref nr	Activities Title	Total duration (number of weeks)	M1	M2	M3	M4	M5	M6	M7	M8	M9	M10	M11	M12
WP1 STAKEHOLDER AND CONTEXT MAPPING (UA) M1-M8														
T1.1	Analysis methodology & tools	8		4=	4=x									
T1.2	Study Visit to EU HEIs	4	2=x	2=x										
T1.3	Collection of data & needs analysis	20				4x	4x	4=x	4=x	4=x				
T1.4	Benchmarking report	8							4=x	4=x				
WP2 CAPACITY BUILDING (UC) M5-M36														
T2.1	Training preparation	12					4x	4x	4=x					
T2.2	Training of Trainers delivery & Practical Workshop	9							2=	1=x	2=	1=x	2=	1=x
T2.3	Local Replication Seminars	4									2x		2x	
WP3 INSTITUTIONAL STRENGTHENING OF CAREER CENTRES (HUST+MOET) M6-M36														
T3.1	Institutional Recognition of Career Centres and Action Plans 2017-2020	12						2=x	2x	2x	2x	2x	2=x	
T3.2	Upgrading Technical Capacities of Career Centres	6						1=x	1x	1x	1x	1=x	1=x	

T3.3	**Creating/updating of Websites & Databases**	**2**													2=x
**WP5 POLICY & LABOUR MARKET NETWORKING FOR STRATEGY DEVELOPMENT (HCM-USSH+VCCI)** **M2-M36**														
T5.1	**Multi-stakeholder steering & working groups and meetings**	**8**		2=x	2=x	1x	1x	1x	1x	1x	1x	1x	1x	2x
**WP6 DISSEMINATION (UD)** **M1-36**														
T6.1	**Dissemination Strategy Plan**	**9**	2=	3=x	3=x										1=x
T6.2	**Dissemination Materials & Project website**	**13**	4=	4=	4=x										1=x
T6.3	**Regular internal & external dissemination activities**	**16**	2=x	2=x	1=x	1=x	1=x	1=x	1=x	1=x	2=x	1=x	2=x	1=x
**WP7 QUALITY ASSURANCE (NTU)** **1-36**														
T7.1	**Quality Assurance Plan**	**8**	2=	3=x	3=x										
T7.2	**Internal Quality Control**	**6**		1=x						1=x	1=x	1=x	1=x	1=x
T7.3	**External Quality Control**								1=					
**WP8 MANAGEMENT (UA)** **M1-36**														
T8.1	**Tools for Project Management**	**15**	4=	4=	2=					1=	1=	1=	1=	1=
T8.2	**Financial and administrative project coordination**	**21**	4=	4=	1=x	1=x	1=x	1=x	1=x	1=x	1=x	1=x	1=x	4=x
T8.3	**Technical project coordination & regular management meetings**	**14**	1=x	1=x	1=x	1=x	1=x	1=x	1=x	2=x	1=x	1=x	1=x	2=x
T8.4	**V2WORK Kick-off Meeting**	**4**	2=x	2=x										
T8.5	**Reporting**	**4**						2=x						2=x

WORKPLAN for project year 2

Ref.nr/ Sub-ref nr	Title	Total duration (number of weeks)	M1	M2	M3	M4	M5	M6	M7	M8	M9	M10	M11	M12
WP2 CAPACITY BUILDING (UC) M5-M36														
T2.2	Training of Trainers delivery & Practical Workshop	10	2=	1=x	2=	1=x	2=	2=						
T2.3	Local Replication Seminars	6	2x		2x		2x							
T2.3	Online Courses							4=x	4=x	2x	2x	2x	2x	1x
WP3 INSTITUTIONAL STRENGTHENING OF CAREER CENTRES (HUST+MOET) M6-M36														
T3.1	Institutional Recognition of Career Centres and Action Plans 2017-2020	4							2x	2=x				
T3.3	Creating/updating of Websites & Databases	12	2=x	1x	1x	1x	1x	1x	2=x	1x			1x	1x
T3.4	V2WORK Network of Career Centres	12						2=x	2=x	2=x	2x	1x	1x	1=x
WP4 IMPLEMENTATION OF ENHANCED SERVICES (TUOS) M13-33														
T4.1	Enterprising Ideas Competition	13	2=	2=	3=x	3=x	2x	2=x						
T4.2	Offering new employment skills services to students and graduates	20	2=	2=	3=x	3=x	2=x	2x	2x	2x	2=x			
T4.3	Offering new employability skills services to students and graduates	12	2=	2=								3=x	3=x	2x
T4.4	Offering new entrepreneurship skills services to students and graduates	4	2=	2=										
T4.5	Careers Day	11	2=	2=				3=x	2x	2=x				
WP5 POLICY & LABOUR MARKET NETWORKING FOR STRATEGY DEVELOPMENT (HCM-USSH+VCCI) M2-M36														
T5.1	Multi-stakeholder steering & working groups and meetings	10	2x	1x	1x	1x	1x	2x	1x	1x	1x	1x	2x	2x

T5.2	Employment & Entrepreneurship Ecosystem Forum	7						2=x	2x	3=x				
T5.3	National Conference on Graduate Employment and Entrepreneurship	8						2=x	2=x	4=x				
T5.4	Policy White Paper	3										2=x	1x
WP6 DISSEMINATION (UD) **M1-36**															
T6.1	Dissemination Strategy Plan updated	2						1=x						1=x
T6.2	Dissemination Materials updated	2						1=x						1=x
T6.3	Regular internal & external dissemination activities	17	2=x	1=x	1=x	1=x	1=x	2=x	2=x	2=x	2=x	1=x	1=x	1=x
WP7 QUALITY ASSURANCE (NTU) **1-36**															
T7.1 Quality Assurance Plan															
T7.2	Internal Quality Control	12	1=x	1=x	1=x	1=x	1=x	1=x	1=x	1=x	1=x	1=x	1=x	1=x
T7.3	External Quality Control	4						4=x						
WP8 MANAGEMENT (UA) **M1-36**															
T8.1	Tools for Project Management	12	1=	1=	1=	1=	1=	1=	1=	1=	1=	1=	1=	1=
T8.2	Financial and administrative project coordination	21	4=x	1=x	1=x	1=x	1=x	4=x	1=x	1=x	1=x	1=x	1=x	4=x
T8.3	Technical project coordination & regular management meetings	14	1=x	1=x	1=x	2=x	1=x	1=x	1=x	1=x	2=x	1=x	1=x	1=x
T8.5	Reporting	6						4=x						2=x

WORKPLAN for project year 3

Ref.nr/ Sub-ref nr	Activities Title	Total duration (number of weeks)	M1	M2	M3	M4	M5	M6	M7	M8	M9	M10	M11	M12
WP2 CAPACITY BUILDING (UC) M5-M36														
T2.3	Online Courses	12	1x	1x	1x	1x	1x	1x	1x	1x	1x	1x	1=x	1x
WP3 INSTITUTIONAL STRENGTHENING OF CAREER CENTRES (HUST+MOET) M6-M36														
T3.1	Institutional Recognition of Career Centres and Action Plans 2017-2020	4							2x	2=x				
T3.3	Creating/updating of Websites & Databases	12	1x	1x	1x	1x	1x	1x	1x	1x	1x	1x	1x	1x
T3.4	V2WORK Network of Career Centres	24	1x	1x	1x	2=x	2=x	1x	2x	2x	2x	2x	4=x	4=x
WP4 IMPLEMENTATION OF ENHANCED SERVICES (TUOS) M13-33														
T4.3	Offering new employability skills services to students and graduates	6	2x	2x	2=x									
T4.4	Offering new entrepreneurship skills services to students and graduates	14				3=x	3=x	2x	2x	2x	2=x			
T4.5	Careers Day	6						2=x	2x	2=x				
WP5 POLICY & LABOUR MARKET NETWORKING FOR STRATEGY DEVELOPMENT (HCM-USSH+VCCI) M2-M36														
T5.1	Multi-stakeholder steering & working groups and meetings	10	1x	1x	1x	2x	1x	2x	1x	1x	2x	1x	2x	1x
T5.4	Policy White Paper	9	1x	1x	1x	1x	1x	1x	1x	2=x				
WP6 DISSEMINATION (UD) M1-36														
T6.1	Dissemination Strategy Plan updated	1						1=x						
T6.2	Dissemination Materials updated	1												

T6.3	Regular internal & external dissemination activities	14	1=x	1=x	1=x	1=x	1=x	2=x	2=x	2=x	1=x	1=x	2=x	2=x
T6.4	Final Conference	16									4=x	4=x	4=x	4=x
WP7 QUALITY ASSURANCE (NTU) **1-36**														
T7.2	Internal Quality Control	12	1=x	1=x	1=x	1=x	1=x	1=x	1=x	1=x	1=x	1=x	1=x	1=x
T7.3	External Quality Control	5								1=				4=x
WP8 MANAGEMENT (UA) **M1-36**														
T8.1	Tools for Project Management	12	1=	1=	1=	1=	1=	1=	1=	1=	1=	1=	1=	4=x
T8.2	Financial and administrative project coordination	21	4=x	1=x	1=x	1=x	1=x	1=x	1=x	1=x	1=x	1=x	4=x	4=x
T8.3	Technical project coordination & regular management meetings	14	1=x	1=x	1=x	1=x	1=x	2=x	1=x	1=x	1=x	1=x	1=x	2=x
T8.5	Reporting							2=x						4=x

PART H - Work packages

Please enter the different project activities you intend to carry out in your project. Make sure that the information in this section is consistent with the project Logical Framework Matrix.

H.1. Description of work packages, outcomes and activities

Work package type & ref.nr	PREPARATION	1
Work package type and ref.nr	PREPARATION	
Title	**Stakeholder and context mapping: Identification of good practice and development needs**	
Related assumptions and risks	**ASSUMPTIONS**: ● Availability or transparency of necessary data, Ministry support will ensure information is facilitated. VCCI support will facilitate access to labour market stakeholders for data collection. ● High level of commitment by PC HEIs to collect relevant and reliable data to guarantee a reliable and comprehensive analysis. ● High level of commitment by EU partners to contribute to a solid analysis and the formulation of significant conclusions that will serve as a basis for project implementation and as reference for any other similar/complementary initiative in the country. **RISKS**: ● Low involvement of partners offset by intensive monitoring of coordinator, as well as by project dissemination and persuasion of the importance of it to set the basis for a relevant and profitable project. Conversations with HEIs management will be also reinforced if necessary. ● Further analysis desirable due to a lack of sufficient valid information offset by WP leader and consortium ability to capitalize on relevant expertise in research methodologies.	
Description	**WP OBJECTIVE:** WP1 will be led by UA, and will count with the participation of EU and PC HEIs as well as MOET, VCCI and AIESEC. The aim of WP1 is to gain an in-depth understanding of labour market needs in Vietnam, and the employment situation of graduates of the partner universities, as well as of the current situation of PC HEIs career centres, in order to identify areas of the PC HEIs' career centres that need strengthening to better improve their graduates' employability. In addition it aims to assess entrepreneurship conditions and get access to good practices and success stories. Using as a starting point the results of the comprehensive needs analysis done during the project proposal phase, a methodology will be prepared for a targeted in-depth analysis of the situation of graduates' employment and labour market needs, a well as a benchmarking of current practices in career centres. The methodology will be refined following discussion sessions with PC & EU partners during the KoM & Study Visits in order to ensure relevance for the context in Vietnam. The WP will be articulated in 3 main steps: **1st step** PC HEIs will **visit EU partners** to see how they support and promote Employability	

& Entrepreneurship skills among their students, as well as how they support Entrepreneurship, survey entrepreneurial intent among students and analyse the labour market. This will include brainstorming and working sessions on how they can perform similar analysis at their home institutions in order to properly collect the data for the in-depth analysis and benchmarking. As a result the methodology will be finalised and instructions provided to PC HEIs.

2nd step will consist in carrying out an **extensive survey** involving employers, students, graduates and PC HEI staff. The aim of this survey will be to have an in-depth overview of the current situation, detect areas for improvement and collect opinions and ideas on possible actions to improve Career Centres at partner HEIs. This primary research data will be underpinned by secondary data garnered from the National Statistics Office to provide context.

3rd step exploiting the survey results to **identify needs** for training (implemented in WP2) and areas of improvement in Career Centres (to serve as knowledge base for WP3). The results of the labour market analysis will be disseminated widely (electronically & in print) through a report on *"Graduate Employment and Entrepreneurship in Vietnam".* The results of the benchmarking of current practices in the Career Centres will be published in a report (to be disseminated electronically) *"Supporting Student & Graduate Employability – Current Practices in Vietnamese Universities".* This e-publication will feed into the final project report to be disseminated at the Final Conference.

Interdependencies:
WP1 will have strong interdependencies with:
- WP2 Capacity Building: the report will be the basis for definition of training topics.
- WP3 Institutional Strengthening of Career Centres: starting from the Study Visits and the Benchmarking the PC HEI Career Centres will be able to identify organisational & institutional aspects that need strengthening. In addition the e-publication will feed into the Network's first publication on Good Practices in Career Centres.
- WP4 Pilot Operations: data collected from students will help define relevant services that meet students needs
- WP5 Policy and Labour Market Networking: (a) multi-stakeholder working groups will be responsible for identifying stakeholders to participate in survey and (b) report will serve as a roadmap for discussions held with stakeholders in multi-stakeholder meetings, Employment & Entrepreneurship Ecosystem Fora and National Conference on Youth Employment & Entrepreneurship.
- WP6 Dissemination of reports through project and partners' communication channels.
- WP7 Quality Assurance: monitor tasks' methodology, implementation and results achieved
- WP8 Management: monitor the tasks' development and provide any contingency measures and support as needed.

Tasks	**T1.1 ANALYSIS METHODOLOGY & DESIGN (M1-3)** Objective: to design high quality interview templates and surveys tailor made to the different targets to be addressed by the in-depth analysis and benchmarking. Interviews will be designed for relevant HEI staff (including academic, higher management and career centres), students, graduates, employers and relevant authorities. Guidelines and data collection templates to facilitate data analysis will accompany interviews and surveys. Interviews, Surveys and data gathering will be organised in different sections to explore the following aspects of Graduate employment and entrepreneurship in Vietnam: - Legislative aspects at national level - Alumni perceptions of the degree to which their HEIs prepared them to enter the labour market

- Students' perceptions of their own employability, the degree to which the university is supporting their entry to the labour market after graduation and their entrepreneurial intentions
- Employer perceptions of the degree to which students are prepared for entering the labour market and the specific areas in which they think graduates lack employment skills
- HEI data on the current services provided, level of engagement, assessment of fitness for purpose, barriers and challenges to enhancing services

Scheduled activities:
- Data collection and analysis methodology established
- Brainstorming session during Study Visit (T1.2) to refine the methodology so it is better adapted to the Vietnamese context
- Interview & Survey drafting and consolidation
- Identification of key stakeholders to be approached
- Surveys prepared on Survey Monkey
- Interviews templates definition
- Identification of relevant national data from the Vietnamese National Statistics Office (NSO) publications

Expected Results:
Intangible: networking at local and national level among PC HEIs and with labour market and graduates reinforced, increased project visibility and awareness raised on the needs of the labour market and on the importance of supporting student employment skills to prepare them for a competitive graduate labour market. Increased visibility of the Career Centres and their activities as well as their role as bridges between HEIs and the labour market.

Tangible: Data collection and analysis methodology defined; Survey/interview protocols prepared

T1.2 STUDY VISIT AT EU HEIs (M2)
Objective: The study visit will be organised and merged with the KoM for cost efficiency purposes (M2). The main objective will be for partner HEI staff to have an in-depth understanding on the current practices of EU partners concerning support and promotion of Employability & Entrepreneurship skills among their students, as well as how they support Entrepreneurship, survey entrepreneurial intent among students and analyse the labour market. The study visits will have last 2 days per EU University.
Brainstorming and working sessions will be organised during the Study Visits with the aim of having the partner HEI staff reflect on how similar practices can be adapted in their local context. They will also have a better understanding of how to carry out the surveys and interviews for the Analysis and which stakeholders to target (T1.3).

Scheduled Activities:
- Definition of the agendas for the 3 visits and consolidation with the input of all partners and organisation
- Visit implementation
- Staff meeting at PC HEIs to share Study Visit experience and produce a short report on lessons learnt.

Expected Results:
Intangible: EU HEIs practice transferred to PC HEIs, better understanding of how to implement survey methodology, stakeholders for surveys identified.

Tangible: 8 reflection reports on lessons learnt and how they can be applied to local context.

IMPORTANT NOTE: in order for PC HEIs to get their visas to travel to EU countries, a special travel amount has been allocated for them to travel to the nearest EU Countries'

Embassy.

T1.3 COLLECTION OF DATA AND NEEDS ANALYSIS (M4-8)
Objective: To collect and analyse data from all target groups and compile an in-depth analysis report on *"Graduate Employment and Entrepreneurship in Vietnam".*

PC HEIs will carry out data collection among primary and secondary sources, and EU partners will lead in data analysis. Surveys will be widely disseminated to relevant stakeholders in HEIs (including non-partner HEIs), Graduates, Employers and Policy makers.

Conclusions and recommendations will serve as basis for the final V2WORK training and service developments (WP2&WP3). The report will be the first result of the project to be published and widely disseminated to all project target groups, at Local, Regional and International level.

Scheduled activities:
● Data collection (via Survey Monkey, interviews & NSO)
● Data analysis
● Analysis, Evaluation & Action session to finalise data analysis and identify needs for training
● Report drafting
● Report publication and dissemination

Expected Results:
Intangible: in-depth knowledge of current status of student careers skills and graduate employment and entrepreneurial activity and needs of employers in Vietnam; training needs identified.

Tangible: 1 in-depth needs analysis report *"Graduate Employment and Entrepreneurship in Vietnam"* (English + Vietnamese) disseminated in print and electronically via web, newsletter, Social Media and project partners' dissemination and networking channels.

T1.4 BENCHMARKING REPORT (M6-8)

Objective: After having carried out both the study visit and the collection of data from secondary sources and surveys/interviews of primary sources regarding services offered by Career Centres at PC HEIs, data will be analysed and synthesised in the report *"Supporting Student & Graduate Employability – Current Practices in Vietnamese Universities"* that will be published and disseminated via website and newsletter.

The report will identify current practices to be highlighted and areas for improvement. This will serve as a knowledge base for strengthening of Career Centres in WP3. The report will feed into the Network's first publication on Good Practices in Career Centres (WP3).

Scheduled activities:
● Benchmarking data analysis
● Report drafting
● Report publication and dissemination

Expected Results:
Intangible: in-depth knowledge of current status and services of PC HEI Career Centres and areas for improvement.

Tangible: 1 benchmarking report *"Supporting Student & Graduate Employability – Current Practices in Vietnamese Universities"* (English + Vietnamese) disseminated electronically

	via web, newsletter, Social Media and project partners' dissemination and networking channels.
Estimated Start Date (dd-mm-yyyy)	15/10/2017
Lead Organisation	UA as WP leader will lead the drafting of the methodology, dissemination strategy and analysis of results, coordination of the report drafting, as well as the organisation of the Study Visits.
Participating Organisation	- UA WP leader - TUOS will contribute to the definition of the methodology, results analysis and drafting of the report. Will host a Study Visit. - UC will contribute to the definition of the methodology, results analysis and drafting of the report. Will host a Study Visit. - HCCM-USSH will be involved in the process of survey definition and dissemination, also to non-partner HEIs. It will also implement interviews and contribute to data collection & analysis, report drafting and dissemination. It will participate in the study visit and provide a study visit reflection report. - TVU will be involved in the process of survey definition and dissemination, also to non-partner HEIs. It will also implement interviews and contribute to data collection & analysis, report drafting and dissemination. It will participate in the study visit and provide a study visit reflection report. - TDMU will be involved in the process of survey definition and dissemination, also to non-partner HEIs. It will also implement interviews and contribute to data collection & analysis, report drafting and dissemination. It will participate in the study visit and provide a study visit reflection report. - NTU will be involved in the process of survey definition and dissemination, also to non-partner HEIs. It will also implement interviews and contribute to data collection & analysis, report drafting and dissemination. It will participate in the study visit and provide a study visit reflection report. - TNU will be involved in the process of survey definition and dissemination, also to non-partner HEIs. It will also implement interviews and contribute to data collection & analysis, report drafting and dissemination. It will participate in the study visit and provide a study visit reflection report. - UD will be involved in the process of survey definition and dissemination, also to non-partner HEIs. It will also implement interviews and contribute to data collection & analysis, report drafting and dissemination. It will participate in the study visit and provide a study visit reflection report. - IUV will be involved in the process of survey definition and dissemination, also to non-partner HEIs. It will also implement interviews and contribute to data collection & analysis, report drafting and dissemination. It will participate in the study visit and provide a study visit reflection report. - HUST will be involved in the process of survey definition and dissemination, also to non-partner HEIs. It will also implement interviews and contribute to data collection & analysis, report drafting and dissemination. It will participate in the study visit and provide a study visit reflection report. - MOET will be involved in the data collection and analysis at policy level. It will participate in the study visit. - VCCI will be involved in survey definition and dissemination to various branches through the country and will support PC HEIs in establishing contacts with stakeholders in the labour market. It will participate in the study visit. - AIESEC will be involved in the data collection and the national level regarding students and graduates. It will participate in the study visit. - External QA experts will provide feedback.

Deliverables/results/outcomes

Expected Deliverable/Result	Work Package & Outcome ref.nr	D1.1.1

s/ Outcomes	Title	**Methodology for collection, collation and analysis of data**	
	Type	☐ Teaching material ☐ Learning material ☐ Training material	☐ Event ☒ Report ☐ Service/Product
	Description	The methodology and templates for surveys and interviews for data collection and benchmarking will be prepared by the WP leader with the support of the EU partners and input by all PC partners. Guidelines will be provided for survey dissemination and interview implementation, for the use of PC partners. Partners will be asked to distribute the surveys and/or collect interviews to/from at least • 100 students / PC HEI = 800 students • 50 graduates / PC HEI = 400 graduates • 20 teachers / PC HEI = 160 teachers • 10 employers / PC HEI = 80 employers • Career Centre staff (for benchmarking) In addition they will be asked to contact at least 3 neighbouring HEIs in their province and ask them to collect data from their students /graduates /teachers and career centre staff. (3*8 = 24 new HEIs) VCCI will support the dissemination of the surveys/interviews throughout the country by contacting an additional minimum 20 employers and AIESEC will do the same with students and graduates by distributing it among their network and collecting data from at least 50 students and 50 graduates who are not in the partner HEIs. **INDICATORS** ● 1 survey document and IT infrastructure (Survey Monkey) 1 interview structure and guidelines	
	Due date	14/01/2018	
	Languages	English & Vietnamese	
Target groups	☒ Teaching staff ☒ Students ☐ Trainees ☒ Administrative staff ☒ Technical staff ☐ Librarians ☒ Other		
	● PC HEI management, academic staff & career services staff ● PC HEI students & graduates ● PC non-partner HEI career service staff ● PC enterprises ● PC policy makers (education, graduate employment & entrepreneurship) PC institutions & associations concerned with graduate employment & entrepreneurship		
Dissemination level	☐ Department / Faculty ☒ Institution	☒ Local ☒ Regional	☒ National ☒ International

Expected Deliverable/Results/Outcomes	Work Package and Outcome ref.nr	**D1.2.1**
	Title	**Study Visits**

	Type	☐ Teaching material ☐ Learning material ☐ Training material	X Event ☐ Report ☐ Service/Product
	Description	Organisation and implementation of Study Visits to EU HEIs and their career and entrepreneurship support services, to be organised jointly with the Kick-Off Meeting (D8.3.1). The objective is to study good practices on-site and build commitment for change in all stakeholders. Special sessions will be dedicated to discussing the methodology and targets of the analysis & interviews to be performed (T1.3). **INDICATORS** ● 3 study visits at UA, TUOS, UC	
	Due date	14/12/2017	
	Languages	English	
Target groups	☐ Teaching staff ☐ Students ☐ Trainees X Administrative staff X Technical staff ☐ Librarians X Other		
	● PC HEIs higher level management ● PC HEIs career services staff ● PC National competent authorities ● PC representatives of the enterprise sector ● PC representatives of the student body		
Dissemination level	☐ Department / Faculty X Institution	X Local ☐ Regional	X National X International

Expected Deliverable/Results/ Outcomes	Work Package and Outcome ref.nr	**D1.2.2**
	Title	**Study Visit Reflection Reports**
	Type	☐ Teaching material ☐ Event ☐ Learning material X Report ☐ Training material ☐ Service/Product
	Description	After having participated in the Study Visits (D1.2.1), PC HEIs will produce a Reflection Report on the current situation in their career services, the good practices observed during the Study Visit and a reflection on how these good practices could be adapted in their institutions. **INDICATORS** ● 8 Reflection Reports
	Due date	M3
	Languages	English
Target groups	X Teaching staff ☐ Students ☐ Trainees X Administrative staff X Technical staff ☐ Librarians X Other	

		● PC HEIs higher management ● PC HEIs career services staff ● PC HEIs academic staff

Dissemination level	☐ Department / Faculty X Institution	X Local ☐ Regional	X National ☐ International

Expected Deliverable/Results/ Outcomes	Work Package and Outcome ref.nr	**D1.3.1**	
	Title	**Analysis Report "Graduate Employment and Entrepreneurship in Vietnam"**	
	Type	☐ Teaching material ☐ Learning material ☐ Training material	☐ Event X Report ☐ Service/Product
	Description	The in-depth needs analysis report "Graduate Employment and Entrepreneurship in Vietnam" will be produced as a result of the analysis of the data on graduate collected from surveys and interviews, following the methodology prepared (D1.1.1). It will include the analysis on the employment situation of HEI graduates and entrepreneurial activity, HEI students' entrepreneurship intentions, the labour markets identified needs from potential employees and identification of potential mismatch. It will serve as a basis for the definition of the target training plan (D2.1.2). **INDICATORS** ● 1 "Graduate Employment and Entrepreneurship in Vietnam" report to be disseminated in print and electronically	
	Due date	15/06/2018	
	Languages	English & Vietnamese	

Target groups	X Teaching staff X Students ☐ Trainees X Administrative staff X Technical staff ☐ Librarians X Other		
	● PC HEI management, academic staff & career services staff ● PC HEI students & graduates ● PC non-partner HEI career service staff ● PC enterprises ● PC policy makers (education, graduate employment & entrepreneurship) ● PC institutions & associations concerned with graduate employment & entrepreneurship		

Dissemination level	X Department / Faculty X Institution	X Local X Regional	X National X International

Expected Deliverable/Results/ Outcomes	Work Package and Outcome ref.nr	**D1.4.1**
	Title	**Benchmarking Report "Supporting Student & Graduate Employability - Current Practices in Vietnamese Universities"**

	Type	☐ Teaching material ☐ Learning material ☐ Training material	☐ Event X Report ☐ Service/Product
	Description	The benchmarking report "Supporting Student & Graduate Employability - Current Practices in Vietnamese Universities" will be produced following the information gathered during the Study Visits and the collection of data regarding services offered by PC HEI career services (T1.3). It will offer the current view of the existing practices in PC HEI career centres, and will serve to identify good practices to be included in the final Network publication "Fostering Student & Graduate Employability in Vietnamese Universities" (D3.4.5). **INDICATORS** ● 1 benchmarking report "Supporting Student & Graduate Employability - Current Practices in Vietnamese Universities" to be disseminated electronically	
	Due date	15/06/2018	
	Languages	English & Vietnamese	
Target groups	X Teaching staff X Students ☐ Trainees X Administrative staff X Technical staff ☐ Librarians X Other		
	● PC HEI management, academic staff & career services staff ● PC HEI students & graduates ● PC non-partner HEI career service staff ● PC policy makers (education, graduate employment & entrepreneurship) ● PC institutions & associations concerned with graduate employment & entrepreneurship		
Dissemination level	X Department / Faculty X Institution	X Local X Regional	X National X International

Please copy & paste tables as necessary.

Work package type & ref.nr	**DEVELOPMENT**	**2**
Title	**Capacity Building**	
Related assumptions & risks	**ASSUMPTIONS:** ● Strong interest in Career Centre staff to gain new skills and knowledge and high willingness to replicate the trainings within their universities while also inviting staff from other HEIs in their province. ● High quality of the Training of Trainers (ToT) materials that allow for easy adaptation and replication by PC HEIs. ● High interest and participation for the replication seminars. ● High interest in HEI staff, students and graduates to participate in the online courses. **RISKS:** ● Resistance to attend the ToT due to other commitments at HEI level, and to then replicate the trainings. Offset by a definition of the ToT topics jointly and considering the needs identified in WP1 to ensure relevance at the PC context:	

	Innovative ToT methodology and teaching materials will facilitate replication. ● Potential lack of interest to participate in replications by staff from PC HEIs and non-partner HEIs. Offset by raising the awareness of the importance and usefulness of the project focus and topic through an intensive dissemination campaign. ● Potential lack of awareness or interest of staff, students and graduates in the online courses. Offset by selection of relevant topics for courses, high quality materials, and intensive dissemination campaign to publicise the courses. ● Lack of understanding of staff trained during ToT due to language barrier. Offset by English training during preparation phase and use of translation services during ToT.
Description	**WP OBJECTIVE:** WP2 will be led by UC, with the support of EU partners and will count with the participation of PC HEIs. The aim of WP2 is to design, prepare and implement 5 ToT modules and their corresponding replications and will culminate in a practical workshop in EU partner HEI Career Centres on how to translate the knowledge acquired into the implementation of new services for WP4. Replications will consist of seminars and online courses. WP2 is crucial to project implementation and sustainability as knowledge and skills acquired by PC staff during ToTs will allow the correct delivery of remaining project activities. The WP will be articulated in 3 main steps: **1st step** will consist in a **preparation phase** during which EU partners will prepare a detailed training plan based on the results of the in-depth needs analysis (D1.3.1), to be reviewed by external quality experts and discussed with PC partners. During this phase PC HEI Career Centre staff will be provided with English language training (in situ) to facilitate international communication and links with international enterprises. **2nd step** will consist in the delivery of **5 intensive 3-day training for trainers modules** at PC HEIs by EU partners who will prepare an innovative training package for each ToT composed of: presentations, exercises, multiformat materials, guide for replication. It will culminate in a practical workshop for PC HEI Career Centre staff at EU HEIs. Training topics will be focused on: ● Training of **professional competences** of staff, such as: 　○ Reflective practice 　○ Networking skills 　○ Communication skills 　○ Marketing skills 　○ Labour market analysis skills ● Training of **sector skills** of staff, such as: 　○ Employment/soft skills 　○ Employability skills 　○ Entrepreneurship skills **3rd step** will be replication of training in order to facilitate multiplier-effect and impact by directly benefiting further partner HEI staff, non-partner HEIs and partner HEI students & graduates. ToT package will be translated to Vietnamese and made available to the PC HEIs to use for replication which will consist in **replication seminars** and **online courses**. Capacity building will thus target: ● PC HEI staff who work in Career Centres or equivalent student services aimed at promoting graduate employment who will participate in ToT modules. ● Additional target Career Centre staff from partner HEI and other HEIs in the province through Replication Seminars and Online courses. ● Other HEI staff who wish to learn how to adapt these skills to include in their courses through Replication Seminars and Online courses.

	● PC HEI students & graduates through Online courses. **Interdependencies:** WP2 will have strong interdepencies with: ● WP1 Stakeholder and context mapping: the results of the in-depth analysis and benchmarking will serve as a basis to develop the training plan. ● WP3 Institutional Strengthening of Career Centres: trained PC Career Centre staff will be better able to implement activities. Online courses will be made available to partners in the Network through Online Platform. ● WP4 Pilot Operations: training will provide PC HEI staff with necessary skills and knowledge to implement new services for students and graduates. ● WP6 Dissemination will ensure relevant participation in replication seminars and online courses. ● WP7 Quality Assurance: monitor methodology, implementation and results achieved. ● WP8 Management: monitor development and provide any contingency measures and support as needed.

Tasks	**T2.1 TRAINING PREPARATION (M5-8)**
	Objective: to prepare a relevant and high quality training plan and materials (based on results of in-depth analysis and benchmarking - D1.3.1 & D1.4.1) and provide PC HEI staff with needed language skills.
	
	Each ToT module will include a training package composed of presentations, exercises, multiformat materials, guide for replication. With the aim of better reaching the audience and facilitate replication, the ToT package will be translated to Vietnamese.
	
	PC HEI Career Centre staff will be provided with in-situ English language training to facilitate international communication and links with international enterprises.
	
	Scheduled activities:
	● English courses delivery
	● ToT planning (topics and calendar)
	
	Expected Results:
	Intangible: Improved English language skills of PC HEI Career Centre staff
	
	Tangible: ToT plan drafted
	
	T2.2 TRAINING OF TRAINERS DELIVERY & PRACTICAL WORKSHOP (M8-M18)
	Objective: to deliver high quality and relevant training to PC HEI Career Centre staff and that will be applied to launching and implementing new services in WP4.
	
	Will consist in the delivery of **5 intensive 3-day training for trainers modules** at PC HEIs by EU partners who will prepare an innovative training package for each ToT composed of: presentations, exercises, multiformat materials, guide for replication.
	
	Specific training topics will be defined for each ToT module in training plan and will cover:
	● Training of **professional competences** of staff, such as:
	   ○ Reflective practice
	   ○ Networking skills
	   ○ Communication skills
	   ○ Marketing skills
	   ○ Labour market analysis skills
	● Training of **sector skills** of staff, such as:
	   ○ Employment/soft skills
	   ○ Employability skills
	   ○ Entrepreneurship skills

Following the ToTs 1 Career Centre staff / PC HEI will participate in a 1 week practical workshop at an EU partner HEI to put in practice knowledge obtained in ToTs on how to set up and launch new services in a Career Centre.

Scheduled activities:
- ToT modules preparation
- ToT modules delivery
- Practical placement preparation and selection of PC staff (1/PC HEI)
- Practical placement delivery
- Practical placement reflective report on lessons learnt and how they can be applied in the partner's home institution

Expected Results:
Intangible: Capacity built for V2WORK Career Centre staff on professional competences and sector skills. Insight gained into organisation & daily tasks at EU partner HEI Career Centres.

Tangible: 5 ToT modules prepared, 5 ToT modules delivered, 5 ToT modules reported. 8 Practical placements. 8 reflective reports.

T2.3 LOCAL REPLICATION SEMINARS (M9-17)
Objective: After each ToT module PC HEIs will replicate the trainings in a Replication Seminar with the aim of increasing the target recipients of the capacity building (see target groups in WP description above) with PC HEIs. Invitations will be extended to Career Centre staff of non-partner HEIs in Vietnam.

The training package from each ToT will be adapted to the needs (in terms of content and delivery methodology) of local trainees by PC HEI staff who received the ToT, supported by UC and EU partners.

Scheduled activities:
- ToT package adaptation and preparation of training replication material
- Training replication calendar and announcement
- Replication Seminar delivery

Expected Results:
Intangible: Capacity built for V2WORK HEI staff and non-partner HEI staff on professional competences and sector skills.

Tangible: ToT package adapted, 5*8 Replication Seminars ToT modules prepared, 5*8 Replication Seminars ToT modules delivered, 5*8 Replication Seminars ToT modules reported.

T2.4 ONLINE COURSES (M18-36)
Objective: To further disseminate capacity building, V2WORK PC HEI Career Centre staff will use materials available (ToT package) and skills acquired during ToT to prepare and deliver online courses for PC HEI students, graduates and staff interested in upgrading their skills on entrepreneurship and student employment support. It will be a key element to ensure project sustainability

Scheduled activities:
- Definition of online courses' structure to ensure uniformity among partners (to facilitate uploading to Network PLatform - T3.4)
- V2WORK online courses prepared
- V2WORK online courses delivered in PC HEIs

Expected Results:

	Intangible: Awareness raised on the importance of employability and entrepreneurship skills. Tangible: 8*2 online courses created, 8*2 online courses delivered.		
Estimated Start Date (dd-mm-yyyy)	15/03/2018	**Estimated End Date (dd-mm-yyyy)**	14/10/2020
Lead Organisation	UC as WP leader will lead the capacity building definition, planning and implementation, with the support of EU partners UA and TUOS.		
Participating Organisation	- UA will support UC in organisation of trainings, participate in capacity building definition, will create training materials and provide trainers for ToTs and will receive PC staff for a practical workshop. - TUOS will participate in capacity building definition, will create training materials and provide trainers for ToTs and will receive PC staff for a practical workshop. - UC WP leader. Will lead capacity building definition and implementation, will create training materials and provide trainers for ToTs and will receive PC staff for a practical workshop. - HCCM-USSH will participate in the 5 ToT and the practical workshop. Will actively disseminate calls for participation and will replicate the 5 ToTs. Will prepare and deliver 2 online courses. - TVU will participate in the 5 ToT and the practical workshop. Will actively disseminate calls for participation and will replicate the 5 ToTs. Will prepare and deliver 2 online courses. Will host ToT5. - TDMU will participate in the 5 ToT and the practical workshop. Will actively disseminate calls for participation and will replicate the 5 ToTs. Will prepare and deliver 2 online courses. - NTU will participate in the 5 ToT and the practical workshop. Will actively disseminate calls for participation and will replicate the 5 ToTs. Will prepare and deliver 2 online courses. Will host ToT1. - TNU will participate in the 5 ToT and the practical workshop. Will actively disseminate calls for participation and will replicate the 5 ToTs. Will prepare and deliver 2 online courses. Will host ToT4. - UD will participate in the 5 ToT and the practical workshop. Will actively disseminate calls for participation and will replicate the 5 ToTs. Will prepare and deliver 2 online courses. Will host ToT3 - IUV will participate in the 5 ToT and the practical workshop. Will actively disseminate calls for participation and will replicate the 5 ToTs. Will prepare and deliver 2 online courses. Will host ToT2. - HUST will participate in the 5 ToT and the practical workshop. Will actively disseminate calls for participation and will replicate the 5 ToTs. Will prepare and deliver 2 online courses. - MOET will provide feedback and will help identify experts in Vietnam who could contribute to the trainings at a local level. - VCCI will provide feedback and will help identify experts in Vietnam who could contribute to the trainings at a local level. - AIESEC will provide feedback and will help identify experts in Vietnam who could contribute to the trainings at a local level. External QA experts will provide feedback.		

Deliverables/results/outcomes

Expected Deliverable/Results/ Outcomes	Work Package & Outcome ref.nr	**D2.1.1**	
	Title	**English training delivered**	
	Type	☐ Teaching material ☐ Learning material	☒ Event ☐ Report

		☐ Training material	☒ Service/Product
	Description	PC HEI Career Centre staff will be provided with in-situ English language training during 3 months to facilitate international communication and links with international enterprises. **INDICATORS** 2 staff/PC HEI career centre receive 3 months intensive English training	
	Due date	15/06/2018	
	Languages	English	
Target groups	☐ Teaching staff ☐ Students ☐ Trainees ☒ Administrative staff ☒ Technical staff ☐ Librarians ☒ Other		
	PC HEI Career Centre staff		

Dissemination level	☒ Department / Faculty ☐ Institution	☐ Local ☐ Regional	☐ National ☐ International

	Work Package and Outcome ref.nr	**D2.1.2**	
	Title	**Targeted Training Plan**	
	Type	☐ Teaching material ☐ Learning material ☐ Training material	☐ Event X Report ☐ Service/Product

Expected Deliverable/Results/ Outcomes	Description	Within the general topics presented in this proposal, the final training plan will identify specific topics for training based on the conclusions and recommendations of the in-depth needs analysis report (D1.3.1), where concrete needs of PC HEIs and their careers services will be analysed.
		
		Specific training topics to be defined for each ToT module in training plan will cover:
		● Training of **professional competences** of staff, such as:
		  ○ Reflective practice
		  ○ Networking skills
		  ○ Communication skills
		  ○ Marketing skills
		  ○ Labour market analysis skills
		● Training of **sector skills** of staff, such as:
		  ○ Employment/soft skills
		  ○ Employability skills
		  ○ Entrepreneurship skills
		
		The training plan will be evaluated by QB and External Experts and feedback will be provided by all partners in order to finalise the document. It will include:
		● Specific training topics for ToTs and their replication methodoloy	

		● Calendar of implementation ● Responsibility of each trainer (EU for ToTs, PC for Replication Seminars - T2.3) ● Guidelines for online courses (T2.4) so they can have a uniform structure and be uploaded to the Network E-learning platform (D3.4.3) **INDICATORS** ● 1 Targeted Training Plan, regularly updated
	Due date	14/06/2018
	Languages	English
Target groups	X Teaching staff ☐ Students ☐ Trainees X Administrative staff X Technical staff ☐ Librarians X Other	
	● PC HEI management, academic staff & career services staff who will deliver training & materials ● EU partners who will deliver training & materials	

Dissemination level	X Department / Faculty X Institution	☐ Local ☐ Regional	☐ National ☐ International

	Work Package and Outcome ref.nr	**D2.2.1**	
	Title	**Training of Trainers delivery**	
Expected Deliverable/Results/ Outcomes	Type	☐ Teaching material ☐ Learning material X Training material	X Event ☐ Report ☐ Service/Product
	Description	5 intensive 3-day training for trainers modules will be delivered at PC HEIs by EU partners who will prepare an innovative training package for each ToT composed of: presentations, exercises, multiformat materials, guide for replication to be used by PC HEIs for Replication Seminars (T2.3). ToT participants will include 2 Career Centre staff / PC HEI + other career services and relevant academic staff from host HEI and from nearby non-partner HEIs. **INDICATORS** 5 3 day ToTs with ● 16 PC CaCe staff ● 10 other host institution staff ● 10 non-partner institution staff TOT: 36*5 = **180 staff trained**	
	Due date	14/02/2019	
	Languages	English & Vietnamese	
Target groups	X Teaching staff ☐ Students ☐ Trainees X Administrative staff X Technical staff ☐ Librarians		

	X Other	
	If you selected 'Other', please identify these target groups. ● Staff from partner HEI Career Centres ● PC HEI Academic staff ● Additional PC Career Centre staff from non-partner HEIs	
Dissemination level	X Department / Faculty X Local X Institution X Regional	X National ☐ International

Expected Deliverable/Results/ Outcomes	Work Package and Outcome ref.nr	**D2.2.2**
	Title	**Practical workshops in EU HEI CaCes**
	Type	☐ Teaching material X Event ☐ Learning material ☐ Report X Training material ☐ Service/Product
	Description	Following the ToTs 1 Career Centre staff / PC HEI will participate in a 1 week practical workshop at an EU partner HEI to put in practice knowledge obtained in ToTs on how to set up and launch new services in a Career Centre. **INDICATORS** ● 3 practical workshops implemented in EU HEI CaCes ● 8 PC HEI CaCe staff trained (3 in TUOS, 3 in UA, 2 in UC)
	Due date	14/05/2019
	Languages	English
Target groups	☐ Teaching staff ☐ Students ☐ Trainees ☐ Administrative staff X Technical staff ☐ Librarians ☐ Other	
	If you selected 'Other', please identify these target groups. ● Staff from partner HEI Career Centres	
Dissemination level	X Department / Faculty ☐ Local X Institution ☐ Regional	☐ National ☐ International

Expected Deliverable/Results/ Outcomes	Work Package and Outcome ref.nr	**D2.3.1**
	Title	**Local Replication Seminars**
	Type	☐ Teaching material X Event ☐ Learning material ☐ Report X Training material ☐ Service/Product
	Description	After each ToT module PC HEIs will replicate the trainings in a Replication Seminar with the aim of increasing the target recipients of the capacity building. Invitations will be extended to Career Centre staff of non-partner HEIs in Vietnam. Teaching staff who are interested in learning about employability & entrepreneurship skills which could be integrated into their curriculum will also be invidet.

		The training package from each ToT will be adapted to the needs (in terms of content and delivery methodology) of local trainees by PC HEI staff who received the ToT, supported by UC and EU partners. **INDICATORS** ● 5*8 Replication Seminars with 20 participants from partner and non-partner HEI career services and academics TOT: 5*8*20 = **800 staff trained**
	Due date	14/04/2019
	Languages	English & Vietnamese
Target groups	X Teaching staff ☐ Students ☐ Trainees X Administrative staff X Technical staff ☐ Librarians X Other	
	● Staff from partner HEI Career Centres ● PC HEI teaching staff ● Additional PC Career Centre staff from non-partner HEIs	
Dissemination level	X Department / Faculty X Local X National X Institution X Regional ☐ International		

Expected Deliverable/Results/ Outcomes	Work Package and Outcome ref.nr	**D2.4.1**
	Title	**Online courses designed**
	Type	☐ Teaching material ☐ Event ☐ Learning material ☐ Report X Training material ☐ Service/Product
	Description	To further disseminate capacity building, V2WORK PC HEI Career Centre staff will use materials available (ToT package) and skills acquired during ToT to prepare 2 online courses for PC HEI students, graduates and staff. Courses will be designed to help participants upgrade their employment, employability, entrepreneurship or student employment support skills. Guidelines for course structure will be provided in the Target Training Plan, with courses being developed on a Moodle platform so they can all be uploaded to the Network E-learning platform to be shared between members of the V2WORK Network (D3.4.3) **INDICATORS** ● 2 online courses designed and prepared / PC HEI TOT: **16 online courses**
	Due date	14/09/2019
	Languages	English & Vietnamese
Target groups	X Teaching staff ☐ Students ☐ Trainees X Administrative staff X Technical staff	

☐ Librarians X Other ● PC HEI Career Centre, Academic and Technical staff responsible for designing & uploading online courses	

Dissemination level	X Department / Faculty X Institution	X Local X Regional	X National X International

	Work Package and Outcome ref.nr	**D2.4.2**	
Expected Deliverable/Results/ Outcomes	Title	**Online courses delivered**	
	Type	☐ Teaching material ☐ Learning material ☐ Training material	X Event ☐ Report ☐ Service/Product

	Description	Each PC HEI will deliver 2 online courses for PC HEI students, graduates and staff interested in upgrading their skills on employment, employability, entrepreneurship or student employment support.
		
		INDICATORS
		    ● 2 courses delivered / PC HEI
		    ● At least 20 participants/course
		TOT: 2*8*20 = **320 people trained**	

	Due date	14/10/2020	
	Languages	English & Vietnamese	
Target groups	X Teaching staff X Students ☐ Trainees X Administrative staff X Technical staff ☐ Librarians X Other		

	● PC HEI Career Centre, Academic and Technical staff responsible for implementing courses and providing tech support
	● Course participants
	    ○ PC students
	    ○ PC graduates
	    ○ Staff from partner HEI Career Centres
	    ○ PC HEI Academic staff
	    ○ Additional PC Career Centre staff from non-partner HEIs		

Dissemination level	X Department / Faculty X Institution	X Local X Regional	X National X International

Please copy & paste tables as necessary.

Work package type & ref.nr	**DEVELOPMENT**	**3**
Title	**Institutional strengthening of Careers Centres**	

Related assumptions & risks	**Assumptions:**
	    ● HEI management and Career Centre staff commitment to implement change.
	    ● Increasing efficiency of Career Centres is a primary objective of the	

	PC HEIs (confirmed through proposal needs analysis). ● Willingness of HEI management and Career Centres to participate in Network **Risks:** ● Low commitment of PC HEIs in sustaining Career Centres in the long term. Mitigated by project idea tailored to the PC needs. Lack of motivation of Career Centre staff and poor national coordination among the Network. Offset by raising awareness on the importance of modernising the Career Centres and advantages of participating in a Network.
Description	**WP OBJECTIVE:** WP3 will be led by HUST, with the support of MOET. The aim of WP3 is to overhaul the Career Centres and their services from their strategies, structures and processes to their technical capacities and tools (websites and databases). Strategic Action Plans and official recognition from HEI Higher Management will reinforce sustainability. Network will allow for continued cooperation between Career Centres at project's end, reinforcing sustainability and raising awareness on the importance of developing strong support structures for student employability and entrepreneurship in HEIs. The WP will be articulated in 3 main steps: **1st step** will be to modernise organisational structure of partner Career Centres by preparing 3 year Modernisation Action Plans, followed by yearly Action Plans, approved by Higher Management and supported by a letter from HM supporting the Career Centre and its role. **2nd step** will be to upgrade the partner Career Centres' technical capacities through purchase and identification of needed equipment and the establishment and/or updating of Career Centres' websites and databases. **3rd step** will be to increase institutional support to Career Centre by creation of the V2WORK network of HEI Career Centres in Vietnam to serve as a platform for future cooperation between partner HEIs and with other university Career Centres, to give them a voice at a national level and to increase visibility of the importance of providing good student support services to promote employability and entrepreneurship skills. **Interdependencies:** WP3 will have strong interdepencies with: ● WP1 Stakeholder and context mapping: organisational and technical needs identified during analysis ● WP2 Capacity building: application of networking: trained Career Centre staff will be better able to implement activities; online courses prepared by partners (D2.4.1) will be uploaded to Network's E-learning platform (D3.4.3)

	● WP4 Pilot Operations: Physical resources will be used to implement WP4 activities ● WP6 Dissemination will ensure visibility and increased membership of Network ● WP7 Quality Assurance will monitor quality of results ● WP8 Management: monitor development and provide any contingency measures and support as needed.
Tasks	**T3.1 INSTITUTIONAL RECOGNITION OF CAREER CENTRES AND ACTION PLANS 2018-2021 (M6-M36)** Objective: to modernise organisation of Career Centres by preparing sustainable action plans for 2018-2021 and annual work plans and to ensure sustainability of Career Centres by obtaining institutional recognition of Career Centres' function and position in PC HEIs. PC HEI Career Centre staff will define the mission and vision of their centres and prepare sustainable action plans for 2018-2021 and annual work plans that will determine the activities to be carried out by Career Centres within and beyond the project lifetime. HEI Higher Management will prepare documents recognising Career Centres' function and position in HEI. Scheduled activities: ● Preparation of Sustainable Action plan 2018-2021 ● Validation of Sustainable Action plans by Higher Management ● Preparation of Annual work plans ● Validation of Annual work plans by Higher Management ● Official approval of Career Centres by HEI Higher Management ● Special section on project website devoted to partner Career Centres with information such as mission, vision, services, staff, location, website and working hours will be published for all target groups Expected Results: Intangible: Increased recognition and sustainability of Career Centres in PC HEIs. Modernised management structure. Tangible: 8 sustainable action plans prepared and validated. 8*3 annual work plans prepared and validated. 8 HM documents regarding status of Career Centres in PC HEIs. **T3.2 UPGRADING TECHNICAL CAPACITIES OF CAREER CENTRES (M6-M12)** Objective: to modernise technical equipment (hardware & software) of PC Career Centres based on needs identified during benchmarking (D1.4.1) and sustainable action plan developed in T3.1. Provides Career Centres with modern tools which will benefit students/users. PC HEIs will identify equipment needed as described above, with support of project coordinator UA. They will identify and contact suppliers to

obtain equipment to be installed in Career Centres and used for project activities (organisation and delivery of Replication Seminars D2.3.1 and Online Courses D2.4.2, implementation of enhanced services in WP4).

Scheduled activities:
- Identification of equipment needed in PC HEI Career Centres
- Identification of suppliers and purchase of equipment
- Installation of equipment

Expected Results:
Intangible: Added value for PC HEIs.

Tangible: 8 PC Career Centres newly equipped.

T3.3 CREATING/UPDATING OF WEBSITES & DATABASES (M12-M36)
Objective: to Career Centres with modernised and updated websites and databases.

PC HEI Career Centre staff will create or modernise existing website to include information on centre including mission, vision, staff, services offered, relevant events, international offers/demands and online courses developed (D2.4.1). Databases updated with information and contacts of students, graduates, employers...

Scheduled activities:
- Creation/modernisation of Career Centre websites
- Regular updating of websites
- Regular updating of databases

Expected Results:
Intangible: Better visibility of Career Centres and services available, enhanced ability to identify potential employers to participate in activities.

Tangible: 8 websites regularly updated and updated databases at 8 PC HEI Career Centres.

T3.4 V2WORK NETWORK OF CAREER CENTRES (M18-M36)
Objective: to set up the V2WORK Network composed of Partner HEI Career Centres.

V2WORK Network will have a management board composed of founding members (project partners). The Network's Mission, Vision and Action Plan will be devised and published via the V2WORK website (special page dedicated to the Network) which will be transferred to HUST at project's end. Network will be responsible for organising the National Enterprising Ideas Competition at the National Conference on Youth Employment and Entrepreneurship (T5.3) and for publishing a report on Good Practices and Guidelines for Career Centres *"Fostering Student & Graduate*

Employability in Vietnamese Universities" to be disseminated electronically and in print at the end of the project.

Network will be officially launched at the Final Conference and opened up for membership to other Vietnamese HEIs.

Scheduled activities:
- Drafting of Network documents (Mission, Vision, Action Plan, MoU)
- Network webpage created on main V2WORK website
- Organisation of EIC at National Conference
- V2WORK E-learning platform established on the V2WORK website
- Partner Career Centres' e-courses uploaded to platform (courses only available to Network members)
- Network Sustainability Workshop
- Network Launch at Final Conference
- Call for V2WORK enlargement of membership
- Publication of Report

Expected Results:
Intangible: Increased cooperation in the field of graduate employment and entrepreneurship between members of the Network. Increased access to training materials of all Career Centres thanks to sharing of online courses. Increased attractiveness of the Network to new members to access online courses leading to enhanced sustainability of Network. Awareness raised on the importance of providing support to students on developing employability and entrepreneurship skills. Students gain confidence by participating in the national EIC.

Tangible: 1 Network created with 8 founding members. 1 set of Network documents (detailing Mission, Vision and Action Plan). MoU signed by partners. 1 page on the V2WORK website. 1 e-learning platform. 8*2 online courses uploaded to the platform. 1 Sustainability Workshop. 1 Report *"Fostering Student & Graduate Employability in Vietnamese Universities"* disseminated electronically and in print.

Estimated Start Date (dd-mm-yyyy)	15/10/2017	Estimated End Date (dd-mm-yyyy)	14/10/2020
Lead Organisation	HUST will lead WP3 with the support of MOET and UA		
Participating Organisation	- UA will support HUST in preparing guidelines for tasks. Will review PC Action plans. Will incorporate Career Centre information into V2WORK website. Will prepare E-learning Platform on project website. Will provide feedback on Network documents. Will support HUST in leading the drafting of the Report. - TUOS will review PC Action plans. Will provide feedback on Network documents. Will support HUST in organisation of National EIC. Will contribute to the Report. - UC will review PC Action plans. Will provide feedback on Network documents. Will contribute to the Report.		

	- HCCM-USSH will prepare Modernisation Action Plan and yearly Action Plans, recognised by higher management. Equipment tendering & purchase. Will create/update Career Centre website and databases. Will contribute to drafting of Network documents. Will join V2WORK Network. Will participate in National EIC. Will provide 2 online courses for E-learning platform. Will participate in Network Sustainability Workshop. Will contribute to Report. - TVU will prepare Modernisation Action Plan and yearly Action Plans, recognised by higher management. Equipment tendering & purchase. Will create/update Career Centre website and databases. Will contribute to drafting of Network documents. Will join V2WORK Network. Will participate in National EIC. Will provide 2 online courses for E-learning platform. Will participate in Network Sustainability Workshop. Will contribute to Report. - TDMU will prepare Modernisation Action Plan and yearly Action Plans, recognised by higher management. Equipment tendering & purchase. Will create/update Career Centre website and databases. Will contribute to drafting of Network documents. Will join V2WORK Network. Will participate in National EIC. Will provide 2 online courses for E-learning platform. Will participate in Network Sustainability Workshop. Will contribute to Report. - NTU will prepare Modernisation Action Plan and yearly Action Plans, recognised by higher management. Equipment tendering & purchase. Will create/update Career Centre website and databases. Will contribute to drafting of Network documents. Will join V2WORK Network. Will participate in National EIC. Will provide 2 online courses for E-learning platform. Will participate in Network Sustainability Workshop. Will contribute to Report. - TNU will prepare Modernisation Action Plan and yearly Action Plans, recognised by higher management. Equipment tendering & purchase. Will create/update Career Centre website and databases. Will contribute to drafting of Network documents. Will join V2WORK Network. Will participate in National EIC. Will provide 2 online courses for E-learning platform. Will participate in Network Sustainability Workshop. Will contribute to Report. - UD will prepare Modernisation Action Plan and yearly Action Plans, recognised by higher management. Equipment tendering & purchase. Will create/update Career Centre website and databases. Will contribute to drafting of Network documents. Will join V2WORK Network. Will participate in National EIC. Will provide 2 online courses for E-learning platform. Will participate in Network Sustainability Workshop. Will contribute to Report. - IUV will prepare Modernisation Action Plan and yearly Action Plans, recognised by higher management. Equipment tendering & purchase. Will create/update Career Centre website and databases. Will contribute to drafting of Network documents. Will join V2WORK Network. Will participate in National EIC. Will provide 2 online courses for E-learning platform. Will participate in Network Sustainability Workshop. Will contribute to Report. - HUST WP leader. Will prepare Modernisation Action Plan and yearly

Action Plans, recognised by higher management. Equipment tendering & purchase. Will create/update Career Centre website and databases. Will lead drafting of Network documents. Will join V2WORK Network. Will participate in National EIC. Will provide 2 online courses for E-learning platform. Will participate in Network Sustainability Workshop. Will lead drafting of Report.
- MOET will provide feedback and support for Network documents. Will participate in Network Sustainability Workshop. Will support organisation of National EIC. Will provide feedback on the Report.
- VCCI will participate in Network Sustainability Workshop. Will support partners in establishing new contacts with the labour market to update databases. Will support organisation of National EIC. Will provide feedback on the Report.
- AIESEC will participate in Network Sustainability Workshop. Will support organisation of National EIC. Will provide feedback on the Report.

External QA experts will provide feedback on Network documents and Report.

Deliverables/results/outcomes

<table>
<tr><td rowspan="8">Expected Deliverable/Results/ Outcomes</td><td>Work Package & Outcome ref.nr</td><td colspan="2" align="center">D3.1.1</td></tr>
<tr><td>Title</td><td colspan="2">Career Centre documentation</td></tr>
<tr><td rowspan="1">Type</td><td>☐ Teaching material
☐ Learning material
☐ Training material</td><td>☐ Event
☒ Report
☐ Service/Product</td></tr>
<tr><td>Description</td><td colspan="2">PC HEIs will prepare Sustainable Modernisation Action Plans for the period 2018-2021, accompanied by yearly Action Plans for each of the academic years 2018-2019, 2019-2020 and 2020-2021. Documents will be approved by HEI Higher Management, and a letter provided supporting the Career Centre and recognising its function and role in the HEI.

INDICATORS
● 8 Sustainable Modernisation Action Plans
● 8*3 Yearly Action Plans
8 letters of support from HEI Higher Management</td></tr>
<tr><td>Due date</td><td colspan="2">14/10/2020</td></tr>
<tr><td>Languages</td><td colspan="2">English & Vietnamese</td></tr>
</table>

<table>
<tr><td rowspan="2">Target groups</td><td>☐ Teaching staff
☐ Students
☐ Trainees
☒ Administrative staff
☒ Technical staff
☐ Librarians
☒ Other</td></tr>
<tr><td>PC HEI management, academic staff & career services staff</td></tr>
</table>

<table>
<tr><td rowspan="2">Dissemination level</td><td>☒ Department / Faculty</td><td>☐ Local</td><td>☐ National</td></tr>
<tr><td>☒ Institution</td><td>☐ Regional</td><td>☐ International</td></tr>
</table>

Expected Deliverable/Results/ Outcomes	Work Package and Outcome ref.nr	**D3.2.1**	
	Title	**Equipment & software purchased for Career Centres**	
	Type	☐ Teaching material ☐ Learning material ☐ Training material	☐ Event ☐ Report X Service/Product
	Description	Based on Action Plans and needs identified in WP1, a detailed list of equipment & software needed for each PC HEI Career Centre will be prepared, suppliers identified and equipment purchased and installed in Career Centres. Equipment will be used for implementation of project activities. A tentative list of equipment to be purchased (to be modified/adapted according to partners' real needs) could include: ● Web server ● Videoconference software ● Desktop Computers ● Laptop Computers ● Multifunctional machine including printer/scanner/copier/fax ● Projector **INDICATORS** ● Equipment & software purchased and installed in 8 PC HEI Career Centres	
	Due date	M11	
	Languages	N/A	
Target groups	X Teaching staff X Students X Trainees X Administrative staff X Technical staff ☐ Librarians X Other		
	● PC HEI academic staff & career services staff ● PC HEI students & graduates		
Dissemination level	X Department / Faculty X Institution	☐ Local ☐ Regional	☐ National ☐ International

Expected Deliverable/Results/ Outcomes	Work Package and Outcome ref.nr	**D3.3.1**	
	Title	**Career Centre websites**	
	Type	☐ Teaching material ☐ Learning material ☐ Training material	☐ Event ☐ Report X Service/Product
	Description	PC HEI Career Centre staff will create or modernise existing website to include information on centre including mission, vision, staff, services offered, relevant events, international offers/demands and online courses developed (D2.4.1).	

		Partner websites will include information on the project and V2WORK Network of Career Centers in Vietnam and will provide links to the main project website. They will be bilingual English/Vietnamese to increase their visibility at an international level and facilitate interaction with international businesses. **INDICATORS** ● 8 PC HEI Career Centre websites created/updated and kept regularly up-to-date
	Due date	M24
	Languages	English & Vietnamese
Target groups	X Teaching staff X Students X Trainees X Administrative staff X Technical staff ☐ Librarians X Other	
	● PC HEI management, academic staff & career services staff ● PC HEI students & graduates ● Non-partner PC HEIs ● National and International business sector	
Dissemination level	X Department / Faculty X Local X National X Institution X Regional X International	

	Work Package and Outcome ref.nr	**D3.3.2**
Expected Deliverable/Results/ Outcomes	Title	**Career Centre databases**
	Type	☐ Teaching material ☐ Event ☐ Learning material ☐ Report ☐ Training material X Service/Product
	Description	PC HEI Career Centre staff will update their databases with information and contacts of students, graduates and employers. **INDICATORS** ● Databases regularly updated in 8 PC HEI Career Centres
	Due date	14/10/2019
	Languages	Vietnamese
Target groups	☐ Teaching staff ☐ Students ☐ Trainees X Administrative staff X Technical staff ☐ Librarians X Other	
	● PC HEI career services staff	

Dissemination level	X Department / Faculty ☐ Institution	☐ Local ☐ Regional	☐ National ☐ International

	Work Package and Outcome ref.nr	**D3.4.1**
Expected Deliverable/Results/ Outcomes	Title	**V2WORK Network documents**
	Type	☐ Teaching material ☐ Event ☐ Learning material X Report ☐ Training material ☐ Service/Product
	Description	V2WORK partners will prepare a set of documents establishing the V2WORK Network of Career Centres in Vietnam. These will include: ● Mission ● Vision ● Action Plan ● Sustainability Plan ● Memorandum of Understanding A special page on the project website will be dedicated to the Network where this information will be available. PC HEI will sign MoU and join the Network as founding members. The Network will be officially launched at the Final Conference (D6.4.1) and open to new membership. **INDICATORS** ● 1 set of Network documents ● 1 Network created with signature by partners of MoU
	Due date	14/10/2020
	Languages	English & Vietnamese
Target groups	☐ Teaching staff ☐ Students ☐ Trainees X Administrative staff X Technical staff ☐ Librarians X Other	
	● PC HEI Higher Management & Career Centre staff ● Non-partner HEI Higher Management & Career Centre staff	
Dissemination level	X Department / Faculty X Institution	X Local X Regional	X National ☐ International

	Work Package and Outcome ref.nr	**D3.4.2**
Expected Deliverable/Results/ Outcomes	Title	**National Enterprising Ideas Competition**
	Type	☐ Teaching material X Event ☐ Learning material ☐ Report ☐ Training material ☐ Service/Product
	Description	A National Enterprising Ideas Competition will be held at the National Conference on Youth Employment and

		Entrepreneurship (D5.3.1) following the same format as the Enterprising Ideas Competition organised by each PC (D4.1.1) Participants will be the winner of the EIC at each PC HEI, and invitations will be extended to winners of similar competitions in other HEIs in Vietnam. Organisation will be coordinated between WP leader HUST, WP4 leader TUOS and will count on the strong support of VCCI and AIESEC to increase visibility and identify & recruit potential sponsors and judging panels. Final format to be proposed by above-mentioned partners, and approved by rest of partners. Suggest format includes having contestants make an "Elevator Pitch" and prepare a poster presentation. Two awards are suggested: "Grand Jury Prize" and "People's Choice Award". **INDICATORS** ● 1 National Enterprising Ideas Competition held at National Conference with at least 8 student participants
	Due date	14/07/2019
	Languages	English & Vietnamese
Target groups	☐ Teaching staff X Students ☐ Trainees X Administrative staff X Technical staff ☐ Librarians X Other	
	● PC HEI career services staff ● PC HEI students & graduates ● Non-partner PC HEIs students & graduates ● National business sector	
Dissemination level	X Department / Faculty X Local X National X Institution X Regional ☐ International		

	Work Package and Outcome ref.nr	**D3.4.3**	
Expected Deliverable/Results/ Outcomes	Title	**V2WORK E-learning platform**	
	Type	☐ Teaching material ☐ Learning material X Training material	☐ Event ☐ Report X Service/Product
	Description	A Moodle-based E-learning platform will be created on the project website by UA technical staff with strong experience in online education. E-learning platform will receive PC HEI online courses created in T2.4. Will only be accessible to members of the Network and serves to promote membership in the network and facilitate future cooperations and enhance sustainability. **INDICATORS** ● 1 E-learning platform hosted on project website	

	Due date	14/10/2019
	Languages	English & Vietnamese
Target groups	X Teaching staff ☐ Students ☐ Trainees X Administrative staff X Technical staff ☐ Librarians X Other	
	● PC HEI career services, academic and technical staff ● Non-partner PC HEIs career services, academic and technical staff ● National business sector	
Dissemination level	X Department / Faculty X Institution	X Local X National X Regional ☐ International

Expected Deliverable/Results/ Outcomes	Work Package and Outcome ref.nr	**D3.4.4**
	Title	**Network Sustainability Workshop**
	Type	☐ Teaching material ┊ X Event ☐ Learning material ┊ X Report X Training material ┊ ☐ Service/Product
	Description	A workshop on Network Sustainability will be organised with relevant EU & PC experts to prepare a Sustainability Plan for the V2WORK network. Agenda will be defined together with project partners and experts. Workshop will be hosted by TDMU in M29 conjunction with the 5th Management Meeting. **INDICATORS** ● 1 Sustainability Workshop held ● 1 Network Sustainability Plan drafted
	Due date	14/03/2020
	Languages	English & Vietnamese
Target groups	☐ Teaching staff ☐ Students ☐ Trainees X Administrative staff X Technical staff ☐ Librarians X Other	
	● PC HEI Higher Management & Career Centre staff ● Relevant PC & EU experts	
Dissemination level	X Department / Faculty X Institution	☐ Local X National ☐ Regional X International

Expected Deliverable/Results/	Work Package and Outcome ref.nr	**D3.4.5**

Outcomes	Title	Report "Fostering Student & Graduate Employability in Vietnamese Universities"	
	Type	☐ Teaching material ☐ Learning material ☐ Training material	☐ Event X Report ☐ Service/Product
	Description	At the end of the project the V2WORK Network will produce a report "Fostering Student & Graduate Employability in Vietnamese Universities" which will include guidelines and identified good practices and will be in part based on the earlier e-publication benchmarking report "Supporting Student & Graduate Employability - Current Practices in Vietnamese Universities" (D1.4.1) It will be widely disseminated in print and electronically at all dissemination levels. **INDICATORS** ● 1 publication "Fostering Student & Graduate Employability in Vietnamese Universities" disseminated in print + electronically	
	Due date	14/10/2020	
	Languages	English & Vietnamese	
Target groups	X Teaching staff X Students ☐ Trainees X Administrative staff X Technical staff ☐ Librarians X Other		
	● PC HEI management, academic staff & career services staff ● PC HEI students & graduates ● PC non-partner HEI career service staff ● PC policy makers (education, graduate employment & entrepreneurship) ● PC institutions & associations concerned with graduate employment & entrepreneurship		

Dissemination level	X Department / Faculty X Institution	X Local X Regional	X National X International

Please copy & paste tables as necessary.

Work package type & ref.nr	DEVELOPMENT	4
Title	Implementation of enhanced services	
Related assumptions & risks	**Assumptions:** ● Utilising the research from WP1 and implementing the training provided as part of WP2, there will be a high level of commitment by PC HEIs to implement new and modernise and enhance existing support services for employment skills, employability and entrepreneurship ● Enhancing the employment skills of students in PC HEIs will align them with labour market requirements and make them more attractive to employers ● Enhancing the employability skills of students in PC HEIs will increase their chance of successfully competing for graduate level employment ● Delivering enhanced services for entrepreneurship will inspire students to consider entrepreneurship as a viable career option after graduation and equip them with basic skills to develop business concepts	

	Risks: ● Low engagement of students with developed services. Mitigated by strong dissemination actions and by utilising research collected from students in WP1 to ensure services meet self identified student needs and that students are aware of employer expectations
Description	Work package 4 will be coordinated by TUOS and supported by UC and UA in their relevant areas of expertise. Activities will be focused on developing services within three clearly defined areas: 1. **Employability** - services for securing employment, for example interview skills, job fairs, etc. 2. **Employment skills** - soft skills required by employers, for example team working, communication, innovation etc. 3. **Entrepreneurship** - services to inspire and support entrepreneurship for example business competitions, mentoring, commercial awareness etc. The specific nature of the services developed will be decided by the PC HEIs in discussion with the EU partners and with reference to the research undertaken in WP1. Each partner will develop at least one service within each of the three areas defined above. Each partner will deliver an enterprising ideas competition within their own institution and select a winner to go forward to the national enterprising ideas competition. Each partner will deliver two careers days, to promote their centre, provide careers information, advice and guidance to students, and facilitate employer engagement on campus **Interdependencies** WP4 will have strong interdependencies with: ● WP1 Stakeholder and context mapping: data collected from students will help define relevant services that meet students needs ● WP2 Capacity Building: PC HEIs Career Centre staff will be implementing knowledge and skills acquired during training ● WP3 Institutional strengthening of Careers Centres: Physical resources, for example websites and equipment, will enable the effective marketing and delivery of the enhanced services ● WP5 Networking: Multi-stakeholder working groups will be involved in identifying and recruiting labour market stakeholders to participate in Careers Day and as judges in Enterprising Ideas Competition. Winners of Enterprising Ideas Competition (T4.4) will participate in National Competition at the National Conference (T5.3) ● WP6 Dissemination: Wide dissemination among student body to ensure student participation in activities ● WP7 Quality Assurance: Monitor implementation of services and students' feedback in order to improve future delivery of services WP8 Management: Monitor tasks development and provide any contingency measures and support as needed
Tasks	**T4.1 ENTERPRISING IDEAS COMPETITION (M16-M18)** <u>Objective:</u> To deliver an Enterprising Ideas Competition to increase students' confidence and creativity and inspire them to develop their entrepreneurship skills. To increase students' awareness of the Career Centres and the services offered. <u>Scheduled Activities:</u> ● Market and promote the competition which will be delivered within a framework predetermined by the EU partners ● Recruit a judging panel for the competition

- Where possible/appropriate secure sponsorship for a competition prize
- Manage competition entry and assessment process
- Support competition winner to prepare them for entry in the national competition
- Capture metrics
- Evaluate and refine service for next delivery

Expected Results:
Intangible: Students will learn how create and conceive innovative concepts. They will gain experience in developing a business case that is constrained by limited resources and founded upon evidenced market viability. They will develop confidence in their presentation skills and communication with business professionals.
Tangible: 8 business concept competitions delivered in PC HEIs (one per HEI); student concept products; 8 competition winners selected (1/PC HEI)

T4.2 OFFERING NEW EMPLOYMENT SERVICES TO STUDENTS AND GRADUATES (M16-M21)
Objective: To develop at least 1 service to enhance the employment skills of students prior to graduation

Scheduled Activities:
- Define the service to be delivered
- Secure and utilise appropriate network engagement
- Deliver service
- Capture metrics
- Evaluate and refine service for next delivery

Expected Results:
Intangible: Enhanced employment skills of PC HEI students resulting in increased attractiveness in the labour market upon graduation.
Tangible: 8 new employment skills services delivered in PC HEIs (one per HEI)

T4.2 OFFERING NEW EMPLOYABILITY SERVICES TO STUDENTS AND GRADUATES (M22-M27)
Objective: To develop at least 1 service to either enhance the employability skills of students and/or graduates or to directly promote employment opportunities.

Scheduled Activities:
- Define the service to be delivered
- Secure and utilise appropriate network engagement
- Deliver service
- Capture metrics
- Evaluate and refine service for next delivery

Expected Results:
Intangible: Students and graduates are able to identify appropriate graduate level opportunities and are equipped with the necessary skills to compete in the national and global labour market.
Tangible: 8 new employability services delivered in PC HEIs (one per HEI)

T4.4 OFFERING NEW ENTREPRENEURSHIP SERVICES TO STUDENTS AND GRADUATES (M28-M33)
Objective: To develop at least 1 service to either enhance the entrepreneurial skills of students and/or graduates or to inspire them to consider entrepreneurship as a valid graduate destination.

	Scheduled Activities:
	- Define the service to be delivered - Secure and utilise appropriate network engagement - Deliver service - Capture metrics - Evaluate and refine service for next delivery Expected Results: Intangible Students will develop entrepreneurial attributes and competencies and will be able to act in an innovative way within a commercial environment where these skills are applied within employment (intrapreneurship) or to start their own business (entrepreneurship). Tangible 8 new entrepreneurship services delivered in PC HEIs (one per HEI). **T4.5 CAREERS DAY (M18-M33)** Objective: To deliver a Careers Day to engage students with the process of reflecting on how their skills need to be developed to achieve their employment ambitions; to deliver skills development activities and to provide employer engagement. Scheduled Activities: - Define the agenda for the day informed by the services delivered, utilising research on student needs and labour market needs - Market and promote the careers day to students and alumni - Recruit workshop leaders, employers and alumni to deliver activities, share experiences and promote employment opportunities as appropriate - Capture metrics - Evaluate and refine service for next delivery Expected Results: Intangible:. Students will learn from and be inspired by the experiences of peers and network with employers. University staff will build and enhance networks with participating employers and learn about labour market needs and identify potential additional actions or opportunities. Marketing of the day will increase students awareness of the services provided by the careers service and their importance in securing their desired employment outcomes and students will develop careers skills - both evidenced by student evaluation and feedback forms Tangible: 8 Careers Day implemented in PC HEIs.

Estimated Start Date (dd-mm-yyyy)	15/10/2018	**Estimated End Date (dd-mm-yyyy)**	14/09/2020
Lead Organisation	TUOS will lead the work package and will coordinate the input from EU and PC HEIs		
Participating Organisation	UA will support WP leader and will support PC HEIs to develop careers day; and will support the production a framework for the Enterprising Ideas Competition TUOS WP leader. TUOS will support PC HEIs to develop appropriate employment skills and entrepreneurship services; support the implementation of the enterprising ideas competition; and support the implementation of the careers day and will produce a framework for the Enterprising Ideas competition UC will support WP leader and will support PC HEIs to develop appropriate employability services HCCM-USSH will develop employment skills, employability and entrepreneurship services; deliver and enterprising ideas competition; and deliver a careers day TVU will develop employment skills, employability and entrepreneurship services; deliver and enterprising ideas competition; and deliver a careers day TDMU will develop employment skills, employability and entrepreneurship services; deliver and enterprising ideas competition; and deliver a careers day		

	NTU will develop employment skills, employability and entrepreneurship services; deliver and enterprising ideas competition; and deliver a careers day
	TNU will develop employment skills, employability and entrepreneurship services; deliver and enterprising ideas competition; and deliver a careers day
	UD will develop employment skills, employability and entrepreneurship services; deliver and enterprising ideas competition; and deliver a careers day
	IUV will develop employment skills, employability and entrepreneurship services; deliver and enterprising ideas competition; and deliver a careers day
	HUST will develop employment skills, employability and entrepreneurship services; deliver and enterprising ideas competition; and deliver a careers day
	VCCI will provide support to identify labour market input at the careers day and on the enterprising ideas judging panel
	AIESEC will provide support to CaCes with reaching and communicating with students, and by helping to identify members of the judging panel.

Deliverables/results/outcomes

<table>
<tr>
<td rowspan="5">Expected Deliverable/Results/ Outcomes</td>
<td>Work Package & Outcome ref.nr</td>
<td colspan="2" align="center">D4.1.1</td>
</tr>
<tr>
<td>Title</td>
<td colspan="2">Enterprising Ideas Competition</td>
</tr>
<tr>
<td>Type</td>
<td>☐ Teaching material
☐ Learning material
☐ Training material</td>
<td>☒ Event
☐ Report
☐ Service/Product</td>
</tr>
<tr>
<td>Description</td>
<td colspan="2">Each HEI will organise and deliver an Enterprising Ideas Competition (EIC) following guidelines provided by the WP leader. During the EIC students will develop a business concept and present it as a poster using the principles of the Business Model Canvas.

PC HEIs will identify jury members (with the support of VCCI & AIESEC) and provide them with guidelines to evaluate the students' ideas.

The EIC will:
● increase students' confidence and creativity
● inspire students to develop their entrepreneurship skills
● increase students' awareness of the Career Centres and the services offered.

The winner of each EIC will present their ideas at their corresponding Employment & Entrepreneurship Ecosystem Forum (T5.2) and will be eligible to participate in the National EIC held during the National Conference (T5.3).

INDICATORS
8 Enterprising Ideas competitions delivered in PC HEIs (one per HEI).</td>
</tr>
<tr>
<td>Due date</td>
<td colspan="2">14/04/2018</td>
</tr>
<tr>
<td></td>
<td>Languages</td>
<td colspan="2">English & Vietnamese</td>
</tr>
<tr>
<td>Target groups</td>
<td colspan="3">☒ Teaching staff
☒ Students
☐ Trainees
☒ Administrative staff
☒ Technical staff
☐ Librarians
☒ Other</td>
</tr>
</table>

	PC HEI students & recent graduates PC HEI Career Centre staff PC representatives of the business sector (as judges)	
Dissemination level	☒ Department / Faculty ☒ Local ☐ National ☒ Institution ☐ Regional ☐ International	

Expected Deliverable/Results/ Outcomes	Work Package and Outcome ref.nr	**D4.2.1**
	Title	**New employment skills services**
	Type	☐ Teaching material ☐ Learning material ☐ Training material X Event ☐ Report X Service/Product
	Description	Following guidelines provided by WP leader each PC HEI partner will develop and deliver at least one new service to enhance the employability skills of students. Following guidelines provided by WP leader each PC HEI partner will develop and deliver at least one new service to enhance the employment skills of students. Services could include workshops on writing CVs and cover letters, CV review surgeries, job searching tools and support, etc. **INDICATORS** ● 8 new employment services delivered in PC HEIs.
	Due date	14/07/2019
	Languages	English & Vietnamese
Target groups	X Teaching staff X Students ☐ Trainees X Administrative staff X Technical staff ☐ Librarians X Other	
	● PC HEI students & recent graduates ● PC HEI Career Centre staff	
Dissemination level	X Department / Faculty X Local X National X Institution X Regional ☐ International	

Expected Deliverable/Results/ Outcomes	Work Package and Outcome ref.nr	**D4.3.1**
	Title	**New employability skills services**
	Type	☐ Teaching material ☐ Learning material ☐ Training material X Event ☐ Report X Service/Product
	Description	Following guidelines provided by WP leader each PC HEI partner will develop and deliver at least one new service to enhance the

		employability skills of students.
		This might include problem solving capabilities, skills in innovation and creativity, teamwork, communication, project management, leadership, professional writing and presentation skills, running an internship program etc. **INDICATORS** ● 8 new employability services delivered in PC HEIs.
	Due date	14/01/2020
	Languages	English & Vietnamese
Target groups	X Teaching staff X Students ☐ Trainees X Administrative staff X Technical staff ☐ Librarians ☐ Other	
	● PC HEI students & recent graduates ● PC HEI Career Centre staff	
Dissemination level	X Department / Faculty X Local X National X Institution X Regional ☐ International	

	Work Package and Outcome ref.nr	**D4.4.1**
	Title	**New entrepreneurship services**
Expected Deliverable/Results/ Outcomes	Type	☐ Teaching material X Event ☐ Learning material ☐ Report ☐ Training material X Service/Product
	Description	Following guidelines provided by WP leader each PC HEI partner will develop and deliver at least one new service to support students with exploring their potential for entrepreneurship and developing a startup. Services could include workshops on business planning, idea generation and validation, identification of finance for startups, business incubation etc. **INDICATORS** ● 8 new entrepreneurship services delivered in PC HEIs.
	Due date	14/07/2020
	Languages	English & Vietnamese
Target groups	X Teaching staff X Students ☐ Trainees X Administrative staff X Technical staff ☐ Librarians ☐ Other	
	● PC HEI students & recent graduates ● PC HEI Career Centre staff	

Dissemination level	X Department / Faculty	X Local	X National
	X Institution	X Regional	☐ International

Expected Deliverable/Results/ Outcomes	Work Package and Outcome ref.nr	**D4.5.1**	
	Title	**Careers Days**	
	Type	☐ Teaching material ☐ Learning material ☐ Training material	X Event ☐ Report X Service/Product
	Description	Following guidelines provided by WP leader each PC HEI will organise two careers days (in the 2nd and 3rd year of project implementation) to provide an opportunity for students and graduates to meet employers, reflect on their skills, and identify opportunities areas of work that interest them for after graduation. These events will also give employers the opportunity to meet students and graduates within their local HEIs. Wherever possible the first Career Day will be organised to take place at the same time as the Employment & Entrepreneurship Ecosystem Forum (D5.2.1), to increase participation by relevant industry representatives in both and further connections between HEIs and the labour market. **INDICATORS** ● 2x8 new Careers Days held	
	Due date	14/06/2019 and 14/06/2020	
	Languages	Vietnamese	
Target groups	X Teaching staff X Students ☐ Trainees X Administrative staff X Technical staff ☐ Librarians ☐ Other		
	● PC HEI students & recent graduates ● PC HEI Career Centre staff ● Local Employers and industry contacts Graduates		
Dissemination level	X Department / Faculty	X Local	☐ National
	X Institution	X Regional	☐ International

Please copy & paste tables as necessary.

Work package type & ref.nr	DEVELOPMENT	5
Title	Policy & labour market networking for strategy development	
Related assumptions &	**Assumptions:** ● Policy support enforced through active inclusion in the project	

risks	- Interest of other HEIs to participate in networking events - Interest of local enterprises to participate in multi-stakeholder working groups & networking events **Risks:** Low participation of non-partner HEIs or local enterprises, offset by targeted dissemination & support MOET and VCCI
Description	**WP OBJECTIVE:** WP5 will be led by HCM-USSH, with the support of VCCI. The aim of WP5 is to strengthen the links between HEIs and the labour market. This will be done by establishing multi-stakeholder steering groups and working groups at each PC HEI (with members from Career Centres, HEI management, HEI professors, students, private sector); by actively involving non-partner HEIs and society at large in debates on graduate employment and entrepreneurship; by stimulating policy dialogue via a national policy white paper presented to policy makers based on experience gained during the project and discussions held in Fora and National Conference. The WP will be articulated in 3 main steps: **1st step** will promote networking between HEIs and the labour market through the establishment of multi-stakeholder steering groups and working groups who will hold regular meetings to hold discussions on project objectives and activities and will organise business brunches to bring together university staff and employers to discuss employers needs and potential mismatch. **2nd step** will be to foster dialogue and debate at provincial and national levels through the organisation of an Employment & Entrepreneurship Ecosystem Forum in each province where a partner HEI is located, and a National Conference on Graduate Employment & Entrepreneurship. **3rd step** will involve stimulating policy dialogue through the production of Policy White Paper **Interdependencies:** WP5 will have strong interdepencies with: - WP1 Stakeholder and context mapping: to identify relevant stakeholders to participate activities - WP3 Institutional Strengthening of Career Centres: National EIC (D3.4.2) will take place during National Conference (D5.3.1) - WP4 Pilot Operations: to recruit employers to participate in Career Days or entrepreneurs to be part of the EIC jury - WP6 Dissemination to enhance visibility ensure wide participation in Employment & Entreprepreneurship Ecosystem Fora and National Conference - WP7 Quality Assurance: monitor feedback of event participants - WP8 Management: monitor development and provide any contingency measures and support as needed.
Tasks	**T5.1 MULTI-STAKEHOLDER STEERING & WORKING GROUPS AND MEETINGS (M2-M36)** Objective: to create/strengthen the links between HEIs and the labour market so the latter can help inform and shape provisions for employability in the HEIs. Multi-stakeholder Steering Groups will meet twice a year to assess and plan work, smaller working groups will meet monthly to supervise implementation of their respective tasks. Scheduled activities: Guidelines for establishment of Multi-stakeholder Steering Groups and Working Groups prepared (MSSG&WG)

- Multi-stakeholder Steering Working Groups and Working Groups established
- Periodic MSWG meetings held
- At least 6 "Business Brunches" organised to bring together employers and HEI academic & Career Centre staff to discuss issues of interest and identify possible mismatches.

Expected Results:
Intangible: Relationships between HEIs and labour market enhanced, better understand of labour market needs by HEI staff, potential mismatches identified and for the employers access to a pipeline of potential future employees with an opportunity to ensure they are properly prepared to enter the labour market.

Tangible: 1 Guidelines for establishment of MSSG&WG, 8 MSSG&WG established, at least 6*8 "Business Brunches" organised and reported.

T5.2 EMPLOYMENT & ENTREPRENEURSHIP ECOSYSTEM FORUM (M18-M20)
Objective: To stimulate dialogue and debate at the Province level on graduate employment and entrepreneurship and generate local strategies to improve the current situation through the organisation of an "Employment & Entrepreneurship Ecosystem Forum" by each PC HEI involving relevant stakeholders in their Province. Winners of the local EIC (D4.4.1) present their ideas in a section showcasing success stories.

Scheduled activities:
- Identification of discussion topics and stakeholders to involve Forum
- Selection of date, Announcement & Dissemination of Forum
- Organisation of Forum
- Preparation of Report on Forum Conclusions to present in National Conference

Expected Results:
Intangible: Awareness raised on the issue of graduate employment and entrepreneurship, links between HEIs and between HEIs & labour market enhanced

Tangible: 8 "Employment & Entrepreneurship Ecosystem Forum" held (1/PC HEI province)

T5.3 NATIONAL CONFERENCE ON GRADUATE EMPLOYMENT AND ENTREPRENEURSHIP (M19-M21)
Objective: To stimulate dialogue and debate at the National level on graduate employment and entrepreneurship and generate national strategies to improve the current situation. To showcase PC HEIs' students innovative ideas by hosting a National Enterprising Ideas Competition (EIC) which will include winners of the PC HEIs EIC (D4.4.1) and to which other non-partner HEIs will be invited to send a student winner of a similar competition in their institution (EIC, BPC etc.).

2-day National Conference will take place in Ho Chi Minh, and will be organised locally by partner HCM-USSH with close support of VCCI.

Scheduled activities:
- Identification of discussion topics and stakeholders to involve in National Conference
- Selection of date, Announcement & Dissemination of National Conference
- Preparation & dissemination of rules & evaluation criteria for National EIC
- Recruit a judging panel for the EIC
- If possible/appropriate secure sponsorship of a competition prize
- National Conference & EIC held
- Preparation of Report on National Conclusions to be used as base for Policy White Paper

	Expected Results: Intangible: Awareness raised on the issue of graduate employment and entrepreneurship; links between HEIs and between HEIs & labour market enhanced; Tangible: 1 National Conference on Graduate Employment and Entrepreneurship held, 1 National Enterprising Ideas Competition organised. **T5.4 WHITE PAPER (M23-M36)** Objective: to stimulate policy dialogue via a national policy white paper to be presented to policy makers based on experience gained during the project and discussions held in "Employment & Entrepreneurship Ecosystem Forum" and National Conference. Scheduled activities: - Methodology and activity action plan agreed upon by PC partners - All PC HEIs prepare recommendations based on experience gained during the project and the conclusions of the Ecosystem Fora & National Conference - Paper completed and feedback obtained from EU partners & external quality expert - Policy White Paper *"Recommendations for the enhancement of graduate employability in Vietnam"* published and sent to policy makers Expected Results: Intangible: Policy support for graduate employability enhanced Tangible: 1 Policy White Paper *"Recommendations for the enhancement of graduate employability in Vietnam"*

Estimated Start Date (dd-mm-yyyy)	15/11/2017	**Estimated End Date (dd-mm-yyyy)**	14/10/2020
Lead Organisation	Regional coordinator HCM-USSH will lead WP5, with the support of VCCI to facilitate engagement of representatives from industry		
Participating Organisation	- UA will support HCM-USSH in preparing guidelines for tasks and organising main events (E&E Ecosystem Fora and National Conference). Will provide feedback on agendas & participants and logistical support for organisation of Employment & Entrepreneurship Ecosystem Fora. Will provide feedback on Policy White Paper. Will participate in, support organisation and contribute to National Conference. - TUOS will provide feedback on Policy White Paper. Will participate in and contribute to National Conference. - UC will provide feedback on Policy White Paper. Will participate in and contribute to National Conference. - HCCM-USSH WP leader. Will establish MSSG&WG and organise Business Brunches. Will organise and host an Employment & Entrepreneurship Ecosystem Forum. Will organise (with support of VCCI & UA) and host National Conference. Will lead PC partners in drafting of Policy White Paper. - TVU will establish MSSG&WG and organise Business Brunches. Will organise and host an Employment & Entrepreneurship Ecosystem Forum. Will participate in and contribute to National Conference. Will participate in drafting of Policy White Paper. - TDMU will establish MSSG&WG and organise Business Brunches. Will organise and host an Employment & Entrepreneurship Ecosystem Forum. Will participate in and contribute to National Conference. Will participate in drafting of Policy White Paper. - NTU will establish MSSG&WG and organise Business Brunches. Will organise and host an Employment & Entrepreneurship Ecosystem Forum. Will participate in and contribute to National Conference. Will participate in drafting of Policy White Paper. - TNU will establish MSSG&WG and organise Business Brunches. Will organise and host an Employment & Entrepreneurship Ecosystem Forum. Will participate in and contribute to National Conference. Will participate in drafting of Policy White Paper.		

- UD will establish MSSG&WG and organise Business Brunches. Will organise and host an Employment & Entrepreneurship Ecosystem Forum. Will participate in and contribute to National Conference. Will participate in drafting of Policy White Paper.
	- IUV will establish MSSG&WG and organise Business Brunches. Will organise and host an Employment & Entrepreneurship Ecosystem Forum. Will participate in and contribute to National Conference. Will participate in drafting of Policy White Paper.
	- HUST will establish MSSG&WG and organise Business Brunches. Will organise and host an Employment & Entrepreneurship Ecosystem Forum. Will participate in and contribute to National Conference. Will participate in drafting of Policy White Paper.
	- MOET will provide support where needed and appropriate to involve local authorities in Employment & Entrepreneurship Ecosystem Forum and will participate in the one in Hanoi organised by HUST. Will participate in and contribute to National Conference. Will provide feedback on Policy White Paper.
	- VCCI will provide support where needed and appropriate to enhance participation of the industry in Employment & Entrepreneurship Ecosystem Forum and will participate in the one in Ho Chi Minh organised by HCM-USSH. Will participate in and contribute to National Conference. Will provide feedback on Policy White Paper.
	- AIESEC will provide support where needed and appropriate to enhance participation of the students & graduates in Employment & Entrepreneurship Ecosystem Forum and will participate in the one in Ho Chi Minh organised by HCM-USSH. Will participate in and contribute to National Conference. Will provide feedback on Policy White Paper.
	External QA experts will participate in the National Conference and will provide feedback on Policy White Paper.

Deliverables/results/outcomes

	Work Package & Outcome ref.nr	D5.1.1
	Title	**Multi-stakeholder steering groups & working groups**
Expected Deliverable/Results/ Outcomes	Type	☐ Teaching material ☐ Event ☐ Learning material ☒ Report ☐ Training material ☐ Service/Product
	Description	At the beginning of the project partners will establish Multi-stakeholder steering & working groups at each PC HEI with members from Career Centres, HEI management, HEI professors, students and the private sector, in order to create/strengthen the links between HEIs and the labour market so the latter can help inform and shape provisions for employability in the HEIs. Multi-stakeholder Steering Groups will meet twice a year to assess and plan work, smaller working groups will meet monthly to supervise implementation of their respective tasks. **INDICATORS** Multi-stakeholder Steering Working Groups and Working Groups established at 8 PC HEIs
	Due date	14/01/2018
	Languages	English & Vietnamese
Target groups	☒ Teaching staff ☒ Students ☐ Trainees ☒ Administrative staff ☒ Technical staff ☐ Librarians ☒ Other	

		PC HEI Higher Management, Academic & Career Centre staff, students & graduates ● Representatives of the local business sector	
Dissemination level	☒ Department / Faculty ☒ Institution	☒ Local ☐ Regional	☐ National ☐ International

Expected Deliverable/Results/ Outcomes	Work Package and Outcome ref.nr	**D5.1.2**	
	Title	**Reports on meetings & business brunches**	
	Type	☐ Teaching material ☐ Learning material ☐ Training material	☐ Event X Report ☐ Service/Product
	Description	Multi-stakeholder Steering Groups will provide reports on periodic meetings and "Business Brunches". Regular "Business Brunches" will be organised to bring together employers, academic & Career Centre staff to discuss issues of interest and identify possible mismatches. **INDICATORS** ● Multi-stakeholder steering group reports from 8 PC HEIs ● At least 6*8 "Business Brunches" organised and reported	
	Due date	14/10/2020	
	Languages	English & Vietnamese	
Target groups	X Teaching staff X Students ☐ Trainees X Administrative staff X Technical staff ☐ Librarians X Other		
	● PC HEI Higher Management, Academic & Career Centre staff, students & graduates ● Representatives of the local business sector		
Dissemination level	X Department / Faculty X Institution	X Local ☐ Regional	☐ National ☐ International

Expected Deliverable/Results/ Outcomes	Work Package and Outcome ref.nr	**D5.2.1**	
	Title	**Employment & Entrepreneurship Ecosystem Forum**	
	Type	☐ Teaching material ☐ Learning material ☐ Training material	X Event ☐ Report ☐ Service/Product
	Description	Each PC HEI will organise a 1-day "Employment & Entrepreneurship Ecosystem Forum" in their Province, involving relevant HEI, policy and industry stakeholders to stimulate dialogue on graduate employment and entrepreneurship and generate local strategies to improve the current situation. Conclusions will be presented at the National Conference	

		(D5.3.1). Winners of the local EIC (D4.4.1) present their ideas in a section showcasing success stories. **INDICATORS** ● 8 "Employment & Entrepreneurship Ecosystem Forum" with target min. 60 participants
	Due date	14/06/2019
	Languages	Vietnamese
Target groups	X Teaching staff X Students ☐ Trainees X Administrative staff X Technical staff ☐ Librarians X Other	
	● PC HEI Higher Management, Academic & Career Centre staff, students & graduates ● Non-partner HEI Higher Management, Academic & Career Centre staff, students & graduates ● Representatives of the local business sector	
Dissemination level	X Department / Faculty X Local ☐ National X Institution X Regional ☐ International		

Expected Deliverable/Results/ Outcomes	Work Package and Outcome ref.nr	**D5.3.1**
	Title	**National Conference on Graduate Employment & Entrepreneurship**
	Type	☐ Teaching material X Event ☐ Learning material ☐ Report ☐ Training material ☐ Service/Product
	Description	A 2-day National Conference on Graduate Employment 6 Entrepreneurship will be organised in Ho Chi Minh, hosted by partner HCM-USSH with close support of VCCI. The National Conference will stimulate dialogue and debate at the National level on graduate employment and entrepreneurship and generate national strategies to improve the current situation. The National Enterprising Ideas Competition (EIC) (D3.4.2) will take place during this event, and will include winners of the PC HEIs EIC (D4.4.1) and winners of similar competitions at other non-partner HEIs. Conclusions from the National Conference will feed into the Policy White Paper to be presented at the end of the project. **INDICATORS** ● 1 National Conference on Graduate Employment and Entrepreneurship (agenda, lists of participants, presentations, report) with at least 100 participants
	Due date	14/07/2019
	Languages	English & Vietnamese

Target groups	X Teaching staff X Students ☐ Trainees X Administrative staff X Technical staff ☐ Librarians X Other
	● PC HEI Higher Management, Academic & Career Centre staff, students & graduates ● Non-partner HEI Higher Management, Academic & Career Centre staff, students & graduates ● Representatives of the business sector
Dissemination level	X Department / Faculty X Local X National X Institution X Regional X International

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<td rowspan="7">Expected Deliverable/Results/ Outcomes</td>
<td>Work Package and Outcome ref.nr</td>
<td colspan="2">D5.4.1</td>
</tr>
<tr>
<td>Title</td>
<td colspan="2">Policy White Paper</td>
</tr>
<tr>
<td>Type</td>
<td>☐ Teaching material
☐ Learning material
☐ Training material</td>
<td>☐ Event
X Report
☐ Service/Product</td>
</tr>
<tr>
<td>Description</td>
<td colspan="2">A Policy White Paper will be prepared based on the Conclusions and recommendations of the National Conference (D5.3.1) to stimulate policy dialogue.

WP leader HCM-USSH will lead drafting, with support of all PC HEIs. EU partners will provide feedback on a final version translated to English.

INDICATORS
● 1 Policy White Paper <i>"Recommendations for the enhancement of graduate employability in Vietnam"</i></td>
</tr>
<tr>
<td>Due date</td>
<td colspan="2">14/06/2020</td>
</tr>
<tr>
<td>Languages</td>
<td colspan="2">English & Vietnamese</td>
</tr>
</table>

Target groups	X Teaching staff ☐ Students ☐ Trainees X Administrative staff X Technical staff ☐ Librarians X Other
	● PC HEI Higher Management, Academic & Career Centre staff & graduates ● Non-partner HEI Higher Management, Academic & Career Centre staff & graduates ● Representatives of the business sector
Dissemination level	X Department / Faculty X Local X National X Institution X Regional ☐ International

Work package type and ref.nr	**DISSEMINATION & EXPLOITATION**	**6**

Title	Dissemination
Related assumptions and risks	**ASSUMPTIONS:** ● All partners disseminate the project activities and results on a regular basis to promote the project internally in their HEIs and externally to targeted stakeholders achieving impact at level of their HEIs, other relevant stakeholders in their proximity and beyond at a National & International level. ● The dissemination potential of project partners MOET, VCCI and AIESEC will further enhance the reach of project dissemination activities, ensuring that policy makers, private sector and HEI students & graduates nationwide will be will informed. ● All target groups are made aware of V2WORK project, through targeted actions. ● Successful and efficient dissemination will result in high participation in major project events and high participation of students in enhanced services and online courses provided by PC Career Centres. **RISKS:** ● Mis-identification of relevant dissemination targets and/or communication channels, to be offset by a brainstorming session on the topic during the KoM. ● Partners do not understand the importance of visibility of project activities and underestimate the key role of dissemination resulting in poor dissemination actions, to be offset by persuasion from UA and regional coordinator HCM-USSH on the importance of this WP, and by the active leadership of WP leader UD who has previous experience in EU-funded capacity building projects who will provide instructions, motivation for partners and follow-up on partners' dissemination actions by continuous monitoring.
Description	**WP OBJECTIVE:** WP6 will be led by UD, with the support of UA. The aim of WP6 is to ensure efficient and successful dissemination actions are carried out by project partners and that they reach the targeted audience. Dissemination is key to achieving the project's objectives as it results in increased project visibility (resulting in high participation in activities), provides for multiplier effect and enhances sustainability. Dissemination serves to raise awareness on the importance of developìng HEI students' entrepreneurship and employability skills to better ensure their successful entry to the labour market. Dissemination will take place regularly throughout the project's lifespan. A dissemination strategy and materials will be prepared and dissemination activities will be adapted to target different stakeholders, according to the level of dissemination. The V2WORK project website will be bilingual, English/Vietnamese, to ensure its relevance at the National level. **Internal dissemination** addresses project partners and targets within partner institutions (HEI higher management, staff, students etc.). It aims to inform on results achieved by partners during the project implementation, attract participants to project activities and keep the relevant HEI actors informed on project development. Regular communication and dissemination among partners enhances ownership of results achieved. Target: V2WORK staff; other PC HEI management, administrative and academic staff, students & graduates **External dissemination** addresses targets that are not part of the partner institutions (e.g. staff, students & graduates from other HEIs, business sector, policy makers…) in order to enhance project visibility & multiplier effect and increase participation in activities open to external stakeholders, resulting in enhanced sustainability of project results. This will also enhance visibility and added value of partner HEIs within Vietnam. Target: staff (particularly Career Centre), students & graduates from non-partner HEIs in Vietnam; local, provincial and national authorities; local, provincial and national businesses (potential employers)

	EU/International dissemination will increase visibility of V2WORK results and of the ERASMUS+ programme. This will facilitate the identification of possible synergies with similar initiatives in the region. Target: EU HEIs, Erasmus+, other programmes running in Vietnam and the neighbouring countries, the international community **Interdependencies:** Although WP6 is specifically dedicated to enhancing project visibility, visibility is inherent in all the WPs and activities. In particular WP6 will have strong interdependencies with: ● WP1 Stakeholder and context mapping to increase participation in data collection and to disseminate Reports. ● WP2 Capacity building to increase participation in replication seminars and online courses ● WP3 Institutional strengthening of career centres to give visibility to the Network and promote membership ● WP4 Pilot Operations to increase participation in EIC, enhanced services and recruit employers to participate in Career Day ● WP5 Policy & labour market networking to enhance participation in business brunches, fora and national conference
Tasks	**T6.1 DISSEMINATION STRATEGY PLAN (M1-M3)** Objective: to prepare a document which will provide partners with guidelines to facilitate on-target and regular dissemination. The V2WORK Dissemination Plan will outline the project's visibility strategy, objectives and identification of relevant targets and communication channels in order to provide partners with a clear methodology and guidelines to facilitate on-target and regular dissemination at all levels. In addition it will outline the project's most important dissemination events and activities and will serve as the basis for a dissemination package and will be updated every 6 months by the WP coordinator in order to maintain its relevance. Scheduled activities: ● Dissemination plan draft prepared by WP leader with support from UA ● Brainstorming session during KoM to identify ideal dissemination targets and channels ● Dissemination plan completed and regularly updated Expected Results: Intangible: Increased awareness among project partners of importance of dissemination and how to carry it out Tangible: 1 V2WORK Dissemination Plan **T6.2 DISSEMINATION MATERIALS & PROJECT WEBSITE (M1-M36)** Objective: to create a coherent visual identity for the project and provide materials to be used in dissemination actions The project dissemination materials will be designed at the beginning of the project to create a "corporate identity" and will include logo, leaflets, posters, template for presentations, promotional video and the project website. New materials will be created as needed throughout the project lifetime. The V2WORK project website will be a key element for project dissemination as for most stakeholders it will be the face of the project and the first place to consult for information regarding project activities and results. The bilingual (English/Vietnamese) website will developed by UA technical staff based on their significant experience in programming user-friendly websites. It will include sections on project news & events, social media,

publications, National Conference, partner Career Centres, the V2WORK network (T3.4) and will host the V2WORK e-learning platform. It will be transferred from the UA server to the WP leader's server at the end of the project to serve as the main portal for the V2WORK network and enhance sustainability.

Scheduled activities:
- V2WORK dissemination materials prepared
- V2WORK website set up and launched
- Website regularly maintained & updated
- New dissemination materials created as needed

Expected Results:
Intangible: Enhanced recognition and identification of the project through its "corporate identity"; increased visibility of project activities & results; increased participation of target groups; increased membership of the V2WORK network; enhanced project sustainability

Tangible: 1 set of V2WORK dissemination materials (including logo, leaflets, posters, template for presentations, promotional video), 1 V2WORK project website, at least 1 social media channel set up

T6.3 REGULAR INTERNAL & EXTERNAL DISSEMINATION ACTIVITIES (M1-M36)
Objective: to disseminate project activities and results to internal & external target groups on a regular basis in order to raise awareness of the project activities and increase participation and enhance project sustainability, and to raise awareness on the importance of developing HEI students' entrepreneurship and employability skills to better ensure their successful entry to the labour market.

Daily dissemination will be carried out by all partners exploiting their networks and channels and will be tailor-made to specific targets to ensure project visibility and increase participation and sustainability.

Scheduled activities:
- Use of all dissemination channels and networks for regular dissemination
- Participate in relevant meetings, seminars and conferences to enhance visibility
- Dissemination reporting

Expected Results:
Intangible: Increased visibility of project objectives, activities and results; increased participation of target groups; increased awareness of importance of developing students' entrepreneurship and employability skills; increased membership of the V2WORK network; enhanced project sustainability

Tangible: At least 8 project newsletters issued, at least 2*8 press releases or general dissemination papers, Project website updated; Social media channel updated, Partner dissemination reports

T6.4 FINAL CONFERENCE (M33-M36)
Objective: to promote project results at a National and International level, raise awareness on the importance of providing proper support for HEI students to develop employability and entrepreneurship skills during their studies and to launch the V2WORK network of Career Centres and enlarge membership (T3.4). It will promote dialogue between relevant stakeholders and encourage Policy Reform with the presentation of the Policy White Paper (D5.4.1).

The Conference will take place in Hanoi at the end of the project. The Conclusions of the Employment & Entrepreneurship Ecosystem Forum (D5.2.1) and National Conference on Graduate Employment & Entrepreneurship (D5.3.1) will feed into this event and the

	Policy White Paper will be presented. PC HEIs will have space to promote their modernised Career Centres and services. Structure will include time for presentations, discussion sessions and networking. All project members will participate and a strong dissemination will allow to reach a target audience of at least 100 representatives from HEIs, policy makers, Enterprise relevant student associations and associations and NGOs related to promoting student employment. Other Erasmus+ projects in the region working on a related topic will be invited to participate as well. Scheduled activities: ● Structure and objectives of Conference agreed upon by all project partners ● Conference organisation by all partners, led by HUST (host), UA and WP leader UD ● Dissemination actions well in advance via all channels to enhance visibility and participation in the Conference ● Invitations sent to relevant speakers ● Conference held with at least 100 participants ● Conference reported Expected Results: Intangible: Enhanced dialogue on graduate employment and entrepreneurship; enhanced visibility of PC HEI Career Centres; new members recruited to V2WORK network; enhanced sustainability Tangible: 1 Conference implemented at HUST with at least 100 participants (list of participants, materials, agenda)		
Estimated Start Date (dd-mm-yyyy)	15/10/2017	**Estimated End Date (dd-mm-yyyy)**	14/10/2020
Lead Organisation	UD as WP leader will lead the drafting of the dissemination plan, with the support of UA. Will coordinate and report on partners' dissemination actions.		
Participating Organisation	- UA will support UD in drafting of the dissemination plan. UA will lead in preparation of original dissemination materials and will be responsible for setting-up and maintaining project website in English. - TUOS will attend and contribute to the Final Conference and will disseminate project activities and results. - UC will attend and contribute to the Final Conference and will disseminate project activities and results. - HCCM-USSH will attend and contribute to the Final Conference and will disseminate project activities and results. - TVU will attend and contribute to the Final Conference and will disseminate project activities and results. - TDMU will attend and contribute to the Final Conference and will disseminate project activities and results. - NTU will attend and contribute to the Final Conference and will disseminate project activities and results. - TNU will attend and contribute to the Final Conference and will disseminate project activities and results. - UD WP leader. In addition to WP coordination will attend and contribute to the Final Conference and will disseminate project activities and results. Will be responsible for updating V2WORK website in Vietnamese. - IUV will attend and contribute to the Final Conference and will disseminate project activities and results. - HUST will host the Final Conference and will disseminate project activities and results. - MOET will attend and contribute to the Final Conference and will disseminate project activities and results at a National level. - VCCI will attend and contribute to the Final Conference and will disseminate project activities and results at a National level.		

	- AIESEC will attend and contribute to the Final Conference and will disseminate project activities and results at a National level. - External QA experts will participate in the Final Conference.	

Deliverables/results/outcomes

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☐ Learning material
☐ Training material</td>
<td>☐ Event
X Report
☐ Service/Product</td>
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<td rowspan="2">Description</td>
<td colspan="2">The V2WORK Dissemination Plan will be prepared at the very beginning of the project by the project coordinator and WP leader to provide partners with guidelines to facilitate on-target and regular dissemination.

It will outline the project's visibility strategy, objectives and identification of relevant targets and communication channels in order to provide partners with a clear methodology and guidelines to facilitate on-target and regular dissemination at all levels. In addition it will outline the project's most important dissemination events and activities and will serve as the basis for a dissemination package.

The Dissemination Plan will be updated every 6 months by the WP coordinator in order to maintain its relevance.

INDICATORS
● 1 regularly updated Dissemination Strategy Plan</td>
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<td>Languages</td>
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☐ Trainees
X Administrative staff
X Technical staff
☐ Librarians
X Other</td>
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<td>Dissemination level</td>
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X Institution</td>
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☐ Regional</td>
<td>☐ National
☐ International</td>
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<td>Title</td>
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☐ Training material</td>
<td>☐ Event
☐ Report
X Service/Product</td>
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<tr>
<td>Description</td>
<td colspan="2">The project dissemination materials will be designed at the beginning of the project to create a "corporate identity" and</td>
</tr>
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		increase project visibility and recognition. They will include logo, leaflets, posters, template for presentations, promotional video and the project website. New materials will be created as needed throughout the project lifetime. In the third year of the project, the PC HEI Career Centres will create special dissemination materials such as fliers or leaflets to promote their own Career Centres within their institution and to the local labour market. **INDICATORS** ● 1 set of project dissemination materials, updated as needed
	Due date	14/01/2018
	Languages	English & Vietnamese
Target groups	X Teaching staff X Students X Trainees X Administrative staff X Technical staff X Librarians X Other	
	● PC HEI management, academic staff & career services staff ● PC HEI students & graduates ● PC non-partner HEIs ● PC enterprises ● PC policy makers (education, graduate employment & entrepreneurship) ● PC institutions & associations concerned with graduate employment & entrepreneurship	
Dissemination level	X Department / Faculty X Local X National X Institution X Regional X International	

Expected Deliverable/Results/ Outcomes	Work Package and Outcome ref.nr	**D6.2.2**
	Title	**V2WORK PROJECT WEBSITE**
	Type	☐ Teaching material ☐ Event ☐ Learning material ☐ Report ☐ Training material X Service/Product
	Description	The V2WORK project website will be a key element for project dissemination as for most stakeholders it will be the face of the project and the first place to consult for information regarding project activities and results. The bilingual (English/Vietnamese) website will developed by UA technical staff based on their significant experience in programming user-friendly websites. It will include sections on project news & events, social media, publications, National Conference, partner Career Centres, the V2WORK network (T3.4) and will host the V2WORK e-learning platform. UA will be responsible for regularly updating it in English, and WP leader UD for updating it in Vietnamese.

		The website will be transferred from the UA server to the WP leader's server at the end of the project to serve as the main portal for the V2WORK network and enhance sustainability. **INDICATORS** ● 1 bilingual website updated
	Due date	14/01/2018
	Languages	English & Vietnamese
Target groups	X Teaching staff X Students X Trainees X Administrative staff X Technical staff X Librarians X Other	
	● PC HEI management, academic staff & career services staff ● PC HEI students & graduates ● PC non-partner HEIs ● PC enterprises ● PC policy makers (education, graduate employment & entrepreneurship) ● PC institutions & associations concerned with graduate employment & entrepreneurship	
Dissemination level	X Department / Faculty X Local X National X Institution X Regional X International	

	Work Package and Outcome ref.nr	**D6.3.1**
Expected Deliverable/Results/ Outcomes	Title	**REGULAR INTERNAL & EXTERNAL DISSEMINATION BY PARTNERS**
	Type	☐ Teaching material ☐ Event ☐ Learning material X Report ☐ Training material X Service/Product
	Description	Daily dissemination is interlinked with all project tasks and will be carried out by all partners exploiting their networks and channels and will be tailor-made to specific targets to ensure project visibility and increase participation and sustainability. Partners will disseminate project activities and results to internal & external target groups on a regular basis in order to raise awareness of the project activities and increase participation and enhance project sustainability, and to raise awareness on the importance of developing HEI students' entrepreneurship and employability skills to better ensure their successful entry to the labour market. The bilingual V2WORK website will be regularly updated in English (by UA) and in Vietnamese (by WP leader UD), with information on project news, activities and results provided by all partners. It will allow to disseminate project news to a wide audience on a regular basis and will be the face of the project. **INDICATORS**

		● 6 six-monthly internal reports on dissemination by each partner submitted to WP leader ● At least 8 project newsletters issued ● At least 16 press releases or general dissemination papers ● Project social media regularly updated ● Project website regularly updated
	Due date	14/10/2020
	Languages	English & Vietnamese
Target groups	X Teaching staff X Students X Trainees X Administrative staff X Technical staff X Librarians X Other	
	● PC HEI management, academic staff & career services staff ● PC HEI students & graduates ● PC non-partner HEIs ● PC enterprises ● PC policy makers (education, graduate employment & entrepreneurship) ● PC institutions & associations concerned with graduate employment & entrepreneurship	
Dissemination level	X Department / Faculty X Local X National X Institution X Regional X International	

	Work Package and Outcome ref.nr	**D6.4.1**
Expected Deliverable/Results/ Outcomes	Title	**FINAL CONFERENCE**
	Type	☐ Teaching material X Event ☐ Learning material ☐ Report ☐ Training material ☐ Service/Product
	Description	A project Final Conference will take place in Hanoi at the end of the project. It will be hosted by HUST and organised with support of MOET and all project partners. The Final Conference will allow to promote project results at a National and International level, raise awareness on the importance of providing proper support for HEI students to develop employability and entrepreneurship skills during their studies. It will promote dialogue between relevant stakeholders and encourage Policy Reform with the presentation of the Policy White Paper (D5.4.1) and the conclusions of the Employment & Entrepreneurship Ecosystem Forum (D5.2.1) and National Conference on Graduate Employment & Entrepreneurship (D5.3.1) PC HEIs will have space to promote their modernised Career Centres and services and a special session to launch the V2WORK Network of Career Centres will be organised, with the view of enlarging membership. Conference structure will include time for presentations, discussion sessions and networking. All project members will

		participate and a strong dissemination will allow to reach a target audience of at least 100 representatives from HEIs, policy makers, Enterprise relevant student associations and associations and NGOs related to promoting student employment. Other Erasmus+ projects in the region working on a related topic will be invited to participate as well. Simultaneous translation English/Vietnamese will be provided to enhance communication and understanding. **INDICATORS** ● 1 Final Conference implemented with at least 100 participants
	Due date	14/10/2020
	Languages	English & Vietnamese
Target groups	X Teaching staff X Students X Trainees X Administrative staff X Technical staff X Librarians X Other	
	● PC HEI management, academic staff & career services staff ● PC HEI students & graduates ● PC non-partner HEIs ● PC enterprises ● PC policy makers (education, graduate employment & entrepreneurship) ● PC institutions & associations concerned with graduate employment & entrepreneurship	
Dissemination level	X Department / Faculty X Local X National X Institution X Regional X International	

Work package type and ref.nr	**QUALITY PLAN**	**7**
Title	Quality Assurance	
Related assumptions and risks	**Assumptions:** ● The project coordinator and all partners are committed to achieving excellent results ● Via a careful implementation of Internal and external quality control and monitoring measures high quality results and timely workplan execution will be attained. **Risks:** ● Low commitment by partners to implement quality control measures, offset by providing them with a clear understanding of the importance and utility of these measures and by WP leader providing any necessary support. ● Biased evaluation of quality of results, mitigated by the external experts.	
Description	**WP OBJECTIVE:** WP7 will be led by NTU, with the support of UA. The aim of WP7 is to ensure that project activities are carried out with the best methodologies, to ensure high quality of project outputs and to take corrective actions if necessary. The WP will be articulated in 3 main steps:	

	1st step will prepare an exhaustive Quality Assurance Plan with methodology and various templates to be adapted for use during quality control monitoring depending on the activity. Designate members of the Quality Board (QB) from each partner institution. **2nd step** will involve Internal Quality Assurance by all partners during implementation of project activities and evaluation of project outputs by QB. **3rd step** will involve External Quality Monitoring via the two External Experts who will be subcontracted to carry out the external quality monitoring of project outputs. **Interdependencies:** Quality is inherent and will be monitored in each WP to ensure high quality activity results and outputs to assure impact and sustainability.
Tasks	**T7.1 QUALITY ASSURANCE PLAN & QUALITY BOARD (M1-M3)** Objective: To prepare an exhaustive Quality Assurance Plan with methodology and various templates to be adapted for use during quality control monitoring depending on the activity, will also define role of Quality Board (QB); to designate members of the QB. The QB will be composed of members designated by each partner HEI, with a relevant background and not a member of PMB. The QB will be responsible for supervising quality control procedures and recommending corrective measures to the PMB if needed. QB meetings will be held through video conferencing measures, with frequent communication via e-mail. QB will update and consult with External Experts on a six-monthly basis. Scheduled activities: ● Drafting of Quality Assurance Plan by WP leader with support of UA ● Designation of members of QB by all partners ● Approval of Quality Assurance Plan by QB ● Communication of the QB composition and the Quality Assurance Plan to the consortium Expected Results: Intangible: Awareness raised on the importance of quality control to ensure high quality results and outputs; partners have a clear understand of how to implement quality assurance measures; QB members have a clear understanding of their role Tangible: 1 Quality Assurance Plan, 1 QB **T7.2 INTERNAL QUALITY ASSURANCE (M2-M36)** Objective: To ensure high quality outputs and results of project activities by implementation of quality assurance measures by al partners and monitored by QB Scheduled activities: ● Implementation of quality assurance measures outlined in the Quality Assurance Plan (D7.1.1) by project partners ● QB virtual meetings to take place every 4 months, led by the WP leader, to monitor project outputs and results and provide reports to PMB with recommendations Expected Results: Intangible: All project results and outputs achieved with high quality Tangible: Internal Quality Assurance reports provided by QB **T7.3 EXTERNAL QUALITY MONITORING (M2-M36)**

	Objective: The Quality Assurance Plan (D7.1.1) will include a special section on external Quality Monitoring in order to reduce bias in monitoring of project results. The External Quality Monitoring will be carried out by two External Quality Experts in the fields of youth employability and entrepreneurship from the Higher Education or business sector with experience in capacity building initiatives. They will use a QA matrix to monitor the main project activities, their quality and check if project activities are being implemented according to established guidelines and following quality assurance measures, as well as verify that recommendations have been taken into account. External experts will also evaluate and provide feedback on main project outputs, and participate in the National and Final Conferences. Additionally non-HEI partners MOET, VCCI and AIESEC will assess project deliverables. Scheduled activities: ● Submission of key outputs to external experts ● QB consultations with external experts ● Video-conferencing with WP leader and project coordinator on a six-monthly basis Expected Results: Intangible: Excellence of main project results Tangible: External quality monitoring reports

Estimated Start Date (dd-mm-yyyy)	15/10/2017	**Estimated End Date (dd-mm-yyyy)**	14/10/2020

Lead Organisation	NTU will supervise Quality Assurance and chair the QB and be responsible for producing Internal Quality Assurance Reports and updating PBM and External Quality Experts
Participating Organisation	- UA will support NTU in the preparation of the Quality Assurance Plan, will be an active participant in QB virtual meetings and will be involved in assessment of project activities and deliverables. - TUOS will be an active participant in QB virtual meetings and will be involved in assessment of project activities and deliverables. - UC will be an active participant in QB virtual meetings and will be involved in assessment of project activities and deliverables. - HCCM-USSH will provide 1 expert for QB will be involved in assessment of project activities and deliverables and will integrate quality feedback into daily activities. - TVU will provide 1 expert for QB will be involved in assessment of project activities and deliverables and will integrate quality feedback into daily activities. - TDMU will provide 1 expert for QB will be involved in assessment of project activities and deliverables and will integrate quality feedback into daily activities. - NTU WP leader. Chairs the QB. - TNU will provide 1 expert for QB will be involved in assessment of project activities and deliverables and will integrate quality feedback into daily activities. - UD will provide 1 expert for QB will be involved in assessment of project activities and deliverables and will integrate quality feedback into daily activities. - IUV will provide 1 expert for QB will be involved in assessment of project activities and deliverables and will integrate quality feedback into daily activities. - HUST will provide 1 expert for QB will be involved in assessment of project activities and deliverables and will integrate quality feedback into daily activities. - MOET will be involved in assessment of project deliverables. - VCCI will be involved in assessment of project deliverables. - AIESEC will be involved in assessment of project deliverables. - External QA experts will provide external quality monitoring.

Deliverables/results/outcomes

	Work Package and Outcome ref.nr	D7.1.1	
Expected Deliverable/Results/ Outcomes	Title	**QUALITY ASSURANCE PLAN**	
	Type	☐ Teaching material ☐ Learning material ☐ Training material	☐ Event X Report ☐ Service/Product
	Description	An exhaustive Quality Assurance Plan will initially drafted by UA and WP leader NTU and then presented to Quality Board (QB) and experts for feedback. Quality Assurance Plan will include methodology and various templates to be adapted for use during quality control monitoring depending on the activity. It will also define role of Quality Board. Meant for internal dissemination among project partners to provide guidelines to obtaining high quality results and outputs, resulting in enhanced project impact and sustainability. **INDICATORS** ● 1 Quality Assurance Plan	
	Due date	14/01/2018	
	Languages	English	
Target groups	X Teaching staff ☐ Students ☐ Trainees X Administrative staff X Technical staff ☐ Librarians X Other		
	● Project Partners ● External Quality Assurance Experts		
Dissemination level	X Department / Faculty X Institution	☐ Local ☐ Regional	☐ National ☐ International

	Work Package and Outcome ref.nr	D7.1.2	
Expected Deliverable/Results/ Outcomes	Title	**INTERNAL QUALITY BOARD**	
	Type	☐ Teaching material ☐ Learning material ☐ Training material	☐ Event x Report ☐ Service/Product
	Description	The Internal Quality Board (QB) will be composed of members designated by each partner HEI, with a relevant background and not a member of the Project Management Board (PMB), with the exception of the WP leader who will chair the QB and be a member of the PMB. The QB will be responsible for supervising quality control procedures and recommending corrective measures to the PMB	

		if needed. QB meetings will be held through video conferencing measures, with frequent communication via e-mail. QB will update and consult with External Experts on a six-monthly basis. **INDICATORS** ● 1 Internal Quality Board
	Due date	14/01/2018
	Languages	English & Vietnamese
Target groups	X Teaching staff ☐ Students ☐ Trainees X Administrative staff X Technical staff ☐ Librarians X Other	
	● Project partners ● External Quality Assurance Experts	
Dissemination level	X Department / Faculty X Institution	☐ Local ☐ National ☐ Regional ☐ International

	Work Package and Outcome ref.nr	**D7.2.1**
Expected Deliverable/Results/ Outcomes	Title	**MONITORING OF PROJECT RESULTS & HIGH QUALITY OUTPUTS**
	Type	☐ Teaching material ☐ Event ☐ Learning material X Report ☐ Training material ☐ Service/Product

	Description	Regular monitoring of project implementation and results by **all project partners**, supervised by the QB, will ensure high quality outputs and results of project activities by implementation of quality assurance measures by al partners and monitored by QB.
		
		Will include preparation of Quality Feedback Forms (adapted to each task and output as needed) to be completed by participants in project activities. Data collected will be analysed with WP leader and included in activity reports. Feedback will be taken into account by partners in order to ensure improvement in delivery of subsequent activities.
		
		QB will review main project outputs and provide reports.
		
		WP leader will prepare regular quality reports in conjunction with QB, to be submitted to Project Coordinator and External Experts.
		
		INDICATORS
		    ● Completed Quality Feedback Forms collected after each project activity
		    ● QB reports on main outputs
		    ● Six-monthly quality reports by WP leader & QB

	Due date	14/10/2020
	Languages	English & Vietnamese
Target	X Teaching staff X Students	

groups	☐ Trainees X Administrative staff X Technical staff ☐ Librarians X Other		
	● PC HEI Management, Academic and CaCe staff ● PC HEI students & graduates ● Non-partner HEI staff, students and graduates participating in V2WORK activities ● PC relevant policy, business and student representatives participating in QB and project activities ● External Quality Assurance Experts		
Dissemination level	X Department / Faculty X Institution	☐ Local ☐ Regional	☐ National ☐ International

	Work Package and Outcome ref.nr	**D7.3.1**	
Expected Deliverable/Results/ Outcomes	Title	**EXTERNAL MONITORING OF PROJECT RESULTS**	
	Type	☐ Teaching material ☐ Learning material ☐ Training material	☐ Event X Report ☐ Service/Product
	Description	The External Quality Monitoring will be carried out by two External Quality Experts in the fields of youth employability and entrepreneurship from the Higher Education or business sector with experience in capacity building initiatives. External Q Experts will use a QA matrix to monitor the main project activities, their quality and check if project activities are being implemented according to established guidelines and following quality assurance measures, as well as verify that recommendations have been taken into account. They will also evaluate and provide feedback on main project outputs, and participate in the National and Final Conferences. External Quality Experts: ● Prof. José Ginés Mora - University College London & CHEPS New College, Oxford University. Prof. Ginés Mora has vast experience in international cooperation, graduates' labour market and quality assurance. ● Prof. Alex Kroulov - London Metropolitan University (UK). Prof. Kroulov has vast experience in international cooperation, business development, application for funding, quality enhancement processes, employability, student & employer engagement and consultancy among others. Additionally non-HEI partners MOET, VCCI and AIESEC will assess project deliverables. **INDICATORS** ● Reports by External Experts on main project outputs ● 2 external quality assurance formative assessment reports from experts in M18 and M36.	
	Due date	14/10/2020	
	Languages	English	

Target groups	X Teaching staff ☐ Students ☐ Trainees X Administrative staff X Technical staff ☐ Librarians X Other
	● Project partners ● External Quality Assurance Experts
Dissemination level	X Department / Faculty ☐ Local ☐ National X Institution ☐ Regional ☐ International

Work package type and ref.nr	MANAGEMENT	8
Title	Project Management	
Related assumptions and risks	**Assumptions:** ● The project coordinator and all partners are committed to project objectives ● High level of involvement of project partners in the implementation of activities creates a sense of ownership ● Effective and regular communication among all partners ● Meetings are well planned and implemented, with good attendance and participation ● Partners are aware of administrative and financial procedures and submit necessary documentation to project coordinator ● Effective WP coordination and reporting by WP leaders ● Effective project management will ensure the success of the project **Risks:** ● Lack of communication, cultural barriers; offset by vast experience of project coordinator in working in different regions and by support of regional coordinator with experience in capacity building projects ● Lack of knowledge on reporting requirements and rules; offset by clear instructions and templates provided by UA and by regular communication and support provided to partners ● Weak commitment of any partner; offset by UA and regional coordinator's communicating with them to understand reasons for lack of commitment in order to find a solution and involve them more in project activities ● Communication problems; offset from frequent communications with partners by project coordinator and WP leaders, using all communication channels available to ensure fluent cooperation in all directions (EU-EU/EU-PC/PC-PC) ● Failure to complete project objectives due to unforeseen circumstances; offset by constant communication and supervision of activity implementation and proposal of mitigation measures		
Description	**WP OBJECTIVE:** WP8 will be led by project coordinator UA. The aim of WP8 is to ensure a smooth, timely and on-budget project implementation, in order to successfully complete project activities and objectives, in compliance with EC regulations. Effective **project management** will be achieved through a dedicated and highly experienced team who will:		

	• **Manage the implementation of project activities** and supervise delivery of high quality and sustainable results, with the support of WP leaders and all partners' contributions. • **Manage the financial and administrative aspects of the project** to ensure an appropriate budget execution according to Erasmus+ programme regulations. In addition, Work Package leadership has been distributed between EU and PC partners, taking into account their experience and expertise. This will foster a sense of ownership in the project results by PC HEIs, resulting in medium/long term sustainability. As grant-holder UA will ensure from the beginning a constructive and regular **communication** flow between all the consortium, with the support of regional coordinator HCM-USSH. This will be reinforced with regular face-to-face meetings (merged with other project activities as a cost-saving measure), and with virtual meetings whenever necessary. The **decision-making** process will be the responsibility of UA together with the Project Management Board (PMB) composed of WP leaders and completed from 1 representative of each of the remaining partners, with relevant expertise. It is expected that through good personal and working relationships established during the project most decisions will be taken by consensus or mutual agreement. In case of divergent opinions or dispute decisions will be made by majority vote of the PMB with the coordinator having an additional deliberative vote. **Interdependencies:** Management is a horizontal work package intrinsically linked to all others and implemented throughout the project life to ensure high quality activity results and outputs to assure impact and sustainability.
Tasks	**T8.1 TOOLS FOR PROJECT MANAGEMENT (M1-M3)** Objective: To provide the project with a useful set of efficient, cost-effective IT and management tools to support the development of project activities and facilitate communication, decision-making and reporting. A Management Manual will be provided to the partners by UA to ensure a clear understanding by all of the management procedures and communication channels in place. The Project Management Board (PMB) will be composed of WP leaders, together with a relevant representative from the remaining project partners. The PMB will be responsible for the supervision of timely project implementation and taking strategic decisions. Members of the PMB will be in addition responsible for local coordination and reporting and will attend regular project meetings. IT Management Tools will include set up and maintenance of a file-sharing platform as a repository of internal project documentation, as well as the set up and maintenance of a project newsletter infrastructure for dissemination. Scheduled activities: • Drafting of Management Manual by UA and sent to PMB for feedback and approval • Designation of PMB members by partners • Set up and maintenance of IT management tools Expected Results: Intangible: successful completion of project objectives and outputs; a sense of project ownership enhanced in project partners; project documentation managed and accessible to all partners; fluid and frequent communication Tangible: 1 PMB established, 1 project file-sharing platform; 1 project newsletter

infrastructure

T8.2 V2WORK KICK-OFF MEETING (M1-M2)
Objective: To meet project partners face-to-face to launch the project and ensure a clear understanding of project structure, objectives and communication & management procedures.

The project Kick-off Meeting will be hosted by project coordinator UA, and will organised jointly with the Study Visits (T1.2) as a cost-saving measure. It will include brainstorming sessions to identify targets and channels for dissemination (T6.1) and will promote internal project networking and begin establishing personal and professional relationships which will enhance project communications. Partners will identify key person to represent them in PMB & QB (D7.1.2).

Scheduled activities:
● Kick-off Meeting preparation
● Kick-off Meeting held in M2 at UA (Spain)

Expected Results:
Intangible: Clear understanding by partners on project management and communication measures; clear understanding of project workplan, activities and objectives; responsibilities defined; relationships established; dissemination targets and channels identified; PMB members identified; QB members identified

Tangible: 1 Kick-Off Meeting (including list of participants, presentations and other materials)

T8.3 TECHNICAL PROJECT COORDINATION AND MANAGEMENT MEETINGS (M1-M36)
Objective: To manage the implementation of project activities (timeline, methodology, responsibility, results) and supervise delivery of high quality and sustainable results according to the project workplan, with the support of Regional Coordinator, WP leaders and all partners' contributions. To update the LFM as needed throughout the project life. To meet project partners on a regular basis, both face-to-face in regular project coordination meetings and virtually. To maintain a fluid and regular line of communication between all partners.

Regular Project Management Meetings will be combined with other project events as follows to ensure cost-efficiency.

● Meeting 1 in M8 at NTU (Nha Trang), together with ToT1
● Meeting 2 in M12 at UD (Danang), together with ToT3
● Meeting 3 in M16 at TVU (Tra Vinh), together with ToT5
● Meeting 4 in M21 at HCM-USSH (Ho Chi Minh), together with National Conference
● Meeting 5 in M29 at TDMU (Thu Dau Mot), together with Sustainability Workshop
● Meeting 6 in M36 at HUST (Hanoi), together with Final Conference

In each meeting project status, WPs, workplan and next activities will be discussed. Possible problems will be discussed and mitigation measures recommended. Special sections will be set aside for meeting of PMB.

Scheduled activities:
● Regular communication between all partners, particularly with WP leaders
● Logistics for 6 Management Meetings and lists of participants per institution
● Preparation of agendas in cooperation with PMB
● Management Meetings held
● Drafting of Minutes for meetings and consolidation with all partners, in which

	are detailed the main conclusions and the next steps to be taken
	Expected Results:
	Intangible: project properly managed and implemented according to workplan and in line with regulations; fluid communications established and maintained; satisfaction of all partners with project results and decision making process; all partners committed with project implementation; tasks, responsibilities and deadlines for next activities clear and agreed upon; mitigation measures recommended when needed; funding authorities are satisfied with project implementation and results.
	Tangible: 6 face-to-face management meetings (6 agendas, lists of participants, presentations & other materials, minutes), when required Virtual Meetings will be held (agendas, lists of participants, materials, minutes)
	T8.4 FINANCIAL & ADMINISTRATIVE MANAGEMENT (M1-M36)
	Objective: To to ensure an appropriate budget execution according to institutional and Erasmus+ programme regulations. This will include delivery of contractual financial reporting and the support to partners in case of challenges with financial reporting.
	Scheduled activities:
	● Financial and administrative support provided for implementation of project activities
	● Preparation of financial reporting templates for partners
	● Financial reporting
	Expected Results:
	Intangible: workplan implemented in accordance with project budget and following institutional and Erasmus+ programme regulations; funding authorities are satisfied with project budget execution
	Tangible: 1 set of templates for financial reporting; 2 contractual financial reports
	T8.5 REPORTING (M1-M36)
	Objective: To provide timely internal and contractual reports in order to facilitate project implementation and provide useful data for quality control and Newsletters.
	Coordinator will provide partners with templates for Partner and Work Package Reports, and will work with WP leaders to prepare templates for Activity Reports (which will feed into Partner and WP reports). Partners will provide WP leaders with Activity Reports (prepared jointly with Quality WP leader for relevant quality analysis data) after the completion of each task. Partners and WP leaders will send to the coordinator UA six-monthly interim reports which will feed into the Intermediate and Final contractual reports to be sent to the funding authority.
	Scheduled activities:
	● Report templates prepared
	● Activity & Interim Reports submitted by partners & WP leaders
	● Contractual Reports sent to funding authority
	Expected Results:
	Intangible: Timely reporting of project activities; challenges identified and mitigation measures recommended; content for Newsletters generated; clear picture established of project implementation; workplan and LFM updated; funding authorities are satisfied with project implementation
	Tangible: 7*6 Work Package reports; 13*6 Partner reports; 2 Contractual Reports

Estimated Start Date (dd-mm-yyyy)	15/10/2017	**Estimated End Date (dd-mm-yyyy)**	14/10/2020
Lead Organisation	UA, as grant holder and with extensive and demonstrated experience in coordinating International Cooperation Capacity Building projects, will lead the Project Management WP8 with the support of regional coordinator HCM-USSH.		
Participating Organisation	- UA WP leader. Will be in charge of monitoring project implementation, reporting with the funding authority, project meeting organisation in cooperation with host partner, proper financial management. Will chair the PMB. Will host the Kick-off Meeting and be responsible for the correct set up of the management tools and drafting of Management Manual. Will provide templates for reporting. - TUOS will provide administrative, financial and technical information & reports and will attend project meetings. Will designate a member for PMB. - UC will provide administrative, financial and technical information & reports and will attend project meetings. Will designate a member for PMB. - HCCM-USSH will support UA as regional coordinator. Will provide administrative, financial and technical information & reports and will attend project meetings. Will designate a member for PMB. - TVU will provide administrative, financial and technical information & reports and will attend project meetings. Will designate a member for PMB. - TDMU will provide administrative, financial and technical information & reports and will attend project meetings. Will designate a member for PMB. - NTU will provide administrative, financial and technical information & reports and will attend project meetings. Will designate a member for PMB. - TNU will provide administrative, financial and technical information & reports and will attend project meetings. Will designate a member for PMB. - UD will provide administrative, financial and technical information & reports and will attend project meetings. Will designate a member for PMB. - IUV will provide administrative, financial and technical information & reports and will attend project meetings. Will designate a member for PMB. - HUST will provide administrative, financial and technical information & reports and will attend project meetings. Will designate a member for PMB. - MOET will provide administrative, financial and technical information & reports and will attend project meetings. Will designate a member for PMB. - VCCI will provide administrative, financial and technical information & reports and will attend project meetings. Will designate a member for PMB. - AIESEC will provide administrative, financial and technical information & reports and will attend project meetings. Will designate a member for PMB.		

Deliverables/results/outcomes

	Work Package and Outcome ref.nr	**D8.1.1**	
Expected Deliverable/Results/ Outcomes	Title	**PROJECT MANAGEMENT MANUAL & IT TOOLS**	
	Type	☐ Teaching material ☐ Learning material ☐ Training material	☐ Event X Report X Service/Product
	Description	A Management Manual will ensure a clear understanding by all of the management procedures and communication channels in place. IT Management Tools will include set up and maintenance ● a file-sharing platform as a repository of internal project documentation ● a project newsletter infrastructure for dissemination	

		● support for the set up of the V2WORK E-learning platform (D3.4.1) **INDICATORS** ● 1 Management Manual ● 1 file-sharing platform ● 1 newsletter infrastructure ●
	Due date	14/01/2018
	Languages	English
Target groups	☐ Teaching staff ☐ Students ☐ Trainees ☐ Administrative staff ☐ Technical staff ☐ Librarians X Other	
	● Project partners ● Contracting authority	

Dissemination level	X Department / Faculty X Institution	☐ Local ☐ Regional	☐ National ☐ International

Expected Deliverable/Results/ Outcomes	Work Package and Outcome ref.nr	**D8.1.2**
	Title	**PROJECT MANAGEMENT BOARD**
	Type	☐ Teaching material ☐ Event ☐ Learning material ☐ Report ☐ Training material X Service/Product
	Description	The Project Management Board (PMB) will be composed of WP leaders, together with a relevant representative from the remaining project partners. The PMB will be responsible for the supervision of timely project implementation and taking strategic decisions. Members of the PMB will be in addition responsible for local coordination and reporting and will attend regular project meetings. It is expected that through good personal and working relationships established during the project most decisions will be taken by consensus or mutual agreement. In case of divergent opinions or dispute decisions will be made by majority vote of the PMB with the coordinator having an additional deliberative vote. **INDICATORS** ● 1 PMB with 1 member/partner
	Due date	14/01/2018
	Languages	English
Target groups	☐ Teaching staff ☐ Students ☐ Trainees ☐ Administrative staff	

	☐ Technical staff
	☐ Librarians
	X Other
	● Project partners

Dissemination level	X Department / Faculty X Institution	☐ Local ☐ Regional	☐ National ☐ International

Expected Deliverable/Results/ Outcomes	Work Package and Outcome ref.nr	**D8.2.1**
	Title	**KICK-OFF MEETING**
	Type	☐ Teaching material ☐ Event ☐ Learning material ☐ Report ☐ Training material ☐ Service/Product
	Description	The project Kick-off Meeting will be hosted by project coordinator UA, and will organised jointly with the Study Visits (T1.2) as a cost-saving measure. It will allow project partners to meet face-to-face, to launch the project and ensure a clear understanding of project structure, objectives and communication & management procedures. It will include brainstorming sessions to identify targets and channels for dissemination (T6.1) and will promote internal project networking and begin establishing personal and professional relationships which will enhance project communications. Partners will identify key person to represent them in PMB & QB (D7.1.2). **INDICATORS** ● 1 Kick-off Meeting (lists of attendance, presentations, minutes)
	Due date	14/12/2017)
	Languages	English
Target groups	☐ Teaching staff ☐ Students ☐ Trainees ☐ Administrative staff ☐ Technical staff ☐ Librarians X Other	
	● Project partners	

Dissemination level	X Department / Faculty X Institution	☐ Local ☐ Regional	☐ National ☐ International

Expected Deliverable/Res	Work Package and Outcome	**D8.3.1**

ults/ Outcomes	ref.nr	
	Title	**MANAGEMENT MEETINGS**
	Type	☐ Teaching material ☐ Learning material ☐ Training material / X Event X Report ☐ Service/Product
	Description	Regular Project Management Meetings will be organised to manage the implementation of project activities (timeline, methodology, responsibility, results) and supervise delivery of high quality and sustainable results according to the project workplan, with the support of Regional Coordinator, WP leaders and all partners' contributions. In each meeting project status, WPs, workplan and next activities will be discussed. Possible problems will be discussed and mitigation measures recommended. Special sections will be set aside for meeting of PMB. Management Meetings will be combined with other project events as follows to ensure cost-efficiency. ● Meeting 1 in M8 at NTU, with ToT1 ● Meeting 2 in M12 at UD, with ToT3 ● Meeting 3 in M16 at TVU, with ToT5 ● Meeting 4 in M21 at HCM-USSH, with National Conference ● Meeting 5 in M29 at TDMU, with Sustainability Workshop ● Meeting 6 in M36 at HUST, with Final Conference When needed virtual management meetings will also be organised using videoconferencing software. **INDICATORS** ● 6 project management meetings (lists of participants, presentations, minutes)
	Due date	14/10/2020
	Languages	English
Target groups	☐ Teaching staff ☐ Students ☐ Trainees ☐ Administrative staff ☐ Technical staff ☐ Librarians X Other ● Project partners ● Contracting authority	
Dissemination level	X Department / Faculty X Institution	☐ Local ☐ Regional / ☐ National ☐ International

Expected Deliverable/Results/ Outcomes	Work Package and Outcome ref.nr	**D8.4.1**
	Title	**TIMELY AND ON-BUDGET PROJECT IMPLEMENTATION**

	Type	☐ Teaching material ☐ Learning material ☐ Training material	☐ Event X Report X Service/Product
	Description	Proper financial management by project coordinator UA, with support of all the partners, will ensure an appropriate budget execution according to institutional and Erasmus+ programme regulations. This will include delivery of contractual financial reporting and the support to partners in case of challenges with financial reporting. **INDICATORS** ● Partner Financial reports ● 2 Contractual project financial	
	Due date	14/10/2020	
	Languages	English	
Target groups	☐ Teaching staff ☐ Students ☐ Trainees ☐ Administrative staff ☐ Technical staff ☐ Librarians X Other		
	● Project partners ● Contracting authority		
Dissemination level	X Department / Faculty X Institution	☐ Local ☐ Regional	☐ National ☐ International

Expected Deliverable/Results/ Outcomes	Work Package and Outcome ref.nr	**D8.5.1**	
	Title	**PARTNER PROJECT IMPLEMENTATION REPORTS & CONTRACTUAL EC REPORTS**	
	Type	☐ Teaching material ☐ Learning material ☐ Training material	☐ Event X Report ☐ Service/Product
	Description	Partners will provide timely internal and contractual reports in order to facilitate project implementation and provide useful data for quality control and Newsletters. Coordinator will provide partners with templates for Partner and Work Package Reports, and will work with WP leaders to prepare templates for Activity Reports (which will feed into Partner and WP reports). Partners will provide WP leaders with Activity Reports (prepared jointly with Quality WP leader for relevant quality analysis data) after the completion of each task. Partners and WP leaders will send to the coordinator UA six-monthly interim reports which will feed into the Intermediate and Final contractual reports to be sent to the funding authority. **INDICATORS** ● 7*6 Work Package reports ● 13*6 Partner reports ● 2 Contractual technical reports	

	Due date	14/10/2020
	Languages	English
Target groups	☐ Teaching staff ☐ Students ☐ Trainees ☐ Administrative staff ☐ Technical staff ☐ Librarians X Other	
	● Project partners ● Contracting authority	
Dissemination level	X Department / Faculty X Institution	☐ Local ☐ Regional	☐ National ☐ International

Please copy & paste tables as necessary.

H.2. Explanation of work package expenditures

Please explain what costs will be associated to each work package and covered by lump sums, flat rates, unit costs, and real costs. Provide information on the travels necessary to complete the workpackage. Detailed information on each travel must be indicated in the Budget Excel table. If purchase of equipment is required, explain how the respective equipment addresses the needs identified in the project. Remember that the specification of each item, including the partner country university/ies at which equipment will be installed, must be detailed in the Budget Excel table. If any subcontracting is considered necessary for the implementation of the project, please explain why the task cannot be performed by the consortium members themselves (limit 3000 characters).

The total amount of the V2WORK requested budget is 976.309,50€ calculated taking into account 2 main principles: high quality of the action & cost effectiveness, in strict compliance with E+ guidelines.

Headings totals are:
- Staff: 384,764,50€ 39,41% on the total budget
- Travel & Cost of Stay: 362.795,00€ 37,16% on the total budget
- Equipment: 136.000,00€ 13,93% on the total budget
- Subcontracting: 92.750,00€ 9,50% on the total budget

WP1: 156.629,00 - 16,04% of the total budget
Staff: 30.569,00€, staff effort on Needs Analysis&Benchmarking&Study Visit
Travel and Cost of Stay: 120.060,00€, Study visits to EU HEIs [UA (merged with CM1), TUoS & UC) by all partners, Internal Partner Countries Travel for Face to Face Survey.
Subc.: 6.000,00€, Logistic Support for the Study Visits, Printing and Translation of Need Analysis Report & Benchmarking Report Output

WP2 245.739,00 - 25,17% of the total budget
Staff: 74.409,00€, staff effort to provide & receive a targeted training for CaCe staff + replication & e-courses
Travel and Cost of Stay: 155.230,00€, 5 Travel to NTU, IUV, UD, TNU, TVU + Practical Workshop for CaCe Staff to UA, TUoS, UC
Subc.: 16.100,00€, Logistic Support for the ToT, Replications, Practical Workshop for CaCe and English Courses for Vietnamese CaCe Staff

WP3 209.352,00 - 21,44% of the total budget
Staff: 47.607,00€, Staff effort for the Strengthening of Career Centres & Network activities
Travel and Cost of Stay: 18.045,00€, travel to TDMU for Sustainability Workshop
Equipment: 136.000,00€ - Equipment for CaCe
Subc.: 7.700,00€ - Printing and Translation of "Fostering Student & Graduate Employability in Vietn. Uni.", WebDesign for each CaCe & Logistic Support for Sustainability Workshop + MM5

WP4 57.116,00 - 5,85% of the total budget
Staff: 53.516,00€, staff effort for the implementation of the enhanced Career Centres
Subc.: 3.600,00€, Logistic Support for the Careers Days and Enterprising Ideas Competition

WP5 80.628,50 - 8,26% of the total budget
Staff: 37.693,50€ staff devoted for the Networking Actions

Travel and Cost of Stay: 35.635,00€, Travel for National Conference and National EIC + MM4
Subc.: 7.300,00€, for Logistic Support for National Conference and National EIC, Business Brunches, Employment & Entrepreneurship Ecosystem Fora

WP6 112.636,00 - 11,54% of the total budget
Staff: 51.096,00€, staff effort devoted to dissemination of activities & Final Conference
Travel and Cost of Stay: 31.490,00€ to attend Final Conference at HUST
Subc.: 30.050,00€, Project & Website image design. A set of Dissemination Material for each partner (leaflets, posters, etc.) Logistic Support for the Final Conference. 1 Promotional Video.

WP7 51.549,00 - 5,28% of the total budget
Staff: 35.549,00€, staff devoted to Quality Control&Monitoring during the entire project life
Subc.: 16.000,00€, 2 External experts will monitor the quality of project during the 3 years. Travel&costs of stay foreseen for the external experts to National Conf. & Final Conf.

WP8 62.660,00 - 6,42% of the total budget
Staff: 54.325,00€, staff effort devoted to monitor the project progress, budget & achievements essential to its success.
Travel and Cost of Stay: 2.335,00€, Travel to attend the Grantholder meeting in Brussels. MM merged with other travels.
Subc.: 6.000,00€, external Financial audit for 3 year

*If your project involves a **Special Mobility Strand**, please explain what support will be required under each budget heading in order to cover organisational costs (such as special needs, exceptional, non-online linguistic support, etc.)* (limit 2000 characters).

H.3 Consortium partners involved and resources required to complete the work package

Indicative input of consortium staff - The total number of days per staff category should correspond with the information provided in the budget tables.

| Work Package Ref.nr | Partner nr | Partner acronym | Country | Number of staff days[1] | | | | | Role & tasks in the work package |
				Category 1	Category 2	Category 3	Category 4	Total	
PREPARATION	P1	UA	SPAIN	25	45	18	9	97	Work Package Leader.
	P2	TUoS	UNITED KINGDOM	2	6	3	3	14	Support the coordinator on task development.
	P3	UC	PORTUGAL	2	6	3	3	14	Support the coordinator on task development.
	P4	HCM-USSH	VIETNAM	9	20	12	6	47	Support the coordinator on task development.
	P5	TVU	VIETNAM	9	20	12	6	47	Support the coordinator on task development.
	P6	TDMU	VIETNAM	9	20	12	6	47	Support the coordinator on task development.
	P7	NTU	VIETNAM	9	20	12	6	47	Support the coordinator on task development.
	P8	TNU	VIETNAM	9	20	12	6	47	Support the coordinator on task development.
	P9	UD	VIETNAM	9	20	12	6	47	Support the coordinator on task development.
	P10	IUV	VIETNAM	9	20	12	6	47	Support the coordinator on task development.
	P11	HUST	VIETNAM	9	20	12	6	47	Support the coordinator on task

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[1] *Please see Programme Guide, Part B for your action, Table A – Project Implementation (amounts in Euro per day) Programme Countries and Table B - Project Implementation (amounts in Euro per day) Partner Countries.*

									development.
	P12	MOET	VIETNAM	3	9	6	1	19	Support the coordinator on task development.
	P13	VCCI	VIETNAM	3	9	6	1	19	Support the coordinator on task development.
	P14	AIESEC	VIETNAM	3	9	6	1	19	Support the coordinator on task development.
		SUBTOTAL		110	244	138	66	558	
DEVELOPMENT	P1	UA	SPAIN	20	60	20	15	115	Support the coordinator on task development.
	P2	TUoS	UNITED KINGDOM	1,5	50	12	9	72,5	Support the coordinator on task development.
	P3	UC	PORTUGAL	1,5	65	20	9	95,5	Work Package Leader.
	P4	HCM-USSH	VIETNAM	20	60	30	9	119	Support the coordinator on task development.
	P5	TVU	VIETNAM	20	60	30	9	119	Support the coordinator on task development.
	P6	TDMU	VIETNAM	20	60	30	9	119	Support the coordinator on task development.
	P7	NTU	VIETNAM	20	60	30	9	119	Support the coordinator on task development.
	P8	TNU	VIETNAM	20	60	30	9	119	Support the coordinator on task development.
	P9	UD	VIETNAM	20	60	30	9	119	Support the coordinator on task development.
	P10	IUV	VIETNAM	20	60	30	9	119	Support the coordinator on task development.
	P11	HUST	VIETNAM	20	60	30	9	119	Support the coordinator on task development.
	P12	MOET	VIETNAM	3	20	15	6	44	Support the coordinator on task

								development.
	P13	VCCI	VIETNAM	3	20	15	6	44	Support the coordinator on task development.
	P14	AIESEC	VIETNAM	3	20	15	6	44	Support the coordinator on task development.
			SUBTOTAL	192	715	337	123	1367	
DEVELOPMENT	P1	UA	SPAIN	20	35	20	9	84	Support the coordinator on task development.
	P2	TUoS	UNITED KINGDOM	1	12	9	3	25	Support the coordinator on task development.
	P3	UC	PORTUGAL	1	12	9	3	25	Support the coordinator on task development.
	P4	HCM-USSH	VIETNAM	25	40	20	6	91	Support the coordinator on task development.
	P5	TVU	VIETNAM	25	35	20	6	86	Support the coordinator on task development.
	P6	TDMU	VIETNAM	25	35	20	6	86	Support the coordinator on task development.
	P7	NTU	VIETNAM	25	35	20	6	86	Support the coordinator on task development.
	P8	TNU	VIETNAM	25	35	20	6	86	Support the coordinator on task development.
	P9	UD	VIETNAM	25	35	20	6	86	Support the coordinator on task development.
	P10	IUV	VIETNAM	25	35	20	6	86	Support the coordinator on task development.
	P11	HUST	VIETNAM	30	40	20	9	99	Work Package Leader.
	P12	MOET	VIETNAM	25	20	15	6	66	Support the coordinator on task development.
	P13	VCCI	VIETNAM	15	25	10	3	53	Support the coordinator on task

								development.
	P14	AIESEC	VIETNAM	15	15	10	3	43	Support the coordinator on task development.
			SUBTOTAL	282	409	233	78	1002	
DEVELOPMENT	P1	UA	SPAIN	25	20	15	6	66	Support the coordinator on task development.
	P2	TUoS	UNITED KINGDOM	6	30	18	3	57	Work Package Leader.
	P3	UC	PORTUGAL	2	6	9	3	20	Support the coordinator on task development.
	P4	HCM-USSH	VIETNAM	25	45	40	9	119	Support the coordinator on task development.
	P5	TVU	VIETNAM	25	45	40	9	119	Support the coordinator on task development.
	P6	TDMU	VIETNAM	25	45	40	9	119	Support the coordinator on task development.
	P7	NTU	VIETNAM	25	45	40	9	119	Support the coordinator on task development.
	P8	TNU	VIETNAM	25	45	40	9	119	Support the coordinator on task development.
	P9	UD	VIETNAM	25	45	40	9	119	Support the coordinator on task development.
	P10	IUV	VIETNAM	25	45	40	9	119	Support the coordinator on task development.
	P11	HUST	VIETNAM	25	45	40	9	119	Support the coordinator on task development.
	P12	MOET	VIETNAM	1	3	3	1	8	Support the coordinator on task development.
	P13	VCCI	VIETNAM	3	9	6	6	24	Support the coordinator on task

									development.
	P14	AIESEC	VIETNAM	3	6	6	3	18	Support the coordinator on task development.
			SUBTOTAL	240	434	377	94	1145	
DEVELOPMENT	P1	UA	SPAIN	25	25	9	9	68	Support the coordinator on task development.
	P2	TUoS	UNITED KINGDOM	1,5	9	3	1,5	15	Support the coordinator on task development.
	P3	UC	PORTUGAL	1,5	9	12	3	25,5	Support the coordinator on task development.
	P4	HCM-USSH	VIETNAM	30	30	12	3	75	Work Package Leader.
	P5	TVU	VIETNAM	20	25	12	3	60	Support the coordinator on task development.
	P6	TDMU	VIETNAM	20	25	12	3	60	Support the coordinator on task development.
	P7	NTU	VIETNAM	20	25	12	3	60	Support the coordinator on task development.
	P8	TNU	VIETNAM	20	25	12	3	60	Support the coordinator on task development.
	P9	UD	VIETNAM	20	25	12	3	60	Support the coordinator on task development.
	P10	IUV	VIETNAM	20	25	12	3	60	Support the coordinator on task development.
	P11	HUST	VIETNAM	20	25	12	3	60	Support the coordinator on task development.
	P12	MOET	VIETNAM	15	25	12	3	55	Support the coordinator on task development.
	P13	VCCI	VIETNAM	20	20	9	3	52	Support the coordinator on task development.

	P14	AIESEC	VIETNAM	15	20	9	3	47	Support the coordinator on task development.
			SUBTOTAL	248	313	150	46,5	757,5	
DISSEMINATION & EXPLOITATION	P1	UA	SPAIN	25	50	25	15	115	Support the coordinator on task development.
	P2	TUoS	UNITED KINGDOM	1,5	12	6	3	22,5	Support the coordinator on task development.
	P3	UC	PORTUGAL	1,5	12	6	3	22,5	Support the coordinator on task development.
	P4	HCM-USSH	VIETNAM	25	35	25	9	94	Support the coordinator on task development.
	P5	TVU	VIETNAM	25	35	25	9	94	Support the coordinator on task development.
	P6	TDMU	VIETNAM	25	35	25	9	94	Support the coordinator on task development.
	P7	NTU	VIETNAM	25	35	25	9	94	Support the coordinator on task development.
	P8	TNU	VIETNAM	25	35	25	9	94	Support the coordinator on task development.
	P9	UD	VIETNAM	30	45	30	12	117	Work Package Leader.
	P10	IUV	VIETNAM	25	35	25	9	94	Support the coordinator on task development.
	P11	HUST	VIETNAM	25	35	25	9	94	Support the coordinator on task development.
	P12	MOET	VIETNAM	9	20	12	6	47	Support the coordinator on task development.
	P13	VCCI	VIETNAM	9	20	12	6	47	Support the coordinator on task development.
			SUBTOTAL	260	424	278	114	1076	
QUALITY PLAN	P1	UA	SPAIN	30	50	18	6	104	Support the coordinator on task

								development.
	P2	TUoS	UNITED KINGDOM	1,5	6	4,5	3	15	Support the coordinator on task development.
	P3	UC	PORTUGAL	1	6	4,5	3	14,5	Support the coordinator on task development.
	P4	HCM-USSH	VIETNAM	15	15	20	9	59	Support the coordinator on task development.
	P5	TVU	VIETNAM	15	15	20	9	59	Support the coordinator on task development.
	P6	TDMU	VIETNAM	15	15	20	9	59	Support the coordinator on task development.
	P7	NTU	VIETNAM	20	25	20	9	74	Work Package Leader.
	P8	TNU	VIETNAM	15	15	20	9	59	Support the coordinator on task development.
	P9	UD	VIETNAM	15	15	20	9	59	Support the coordinator on task development.
	P10	IUV	VIETNAM	15	15	20	9	59	Support the coordinator on task development.
	P11	HUST	VIETNAM	15	15	20	9	59	Support the coordinator on task development.
	P12	MOET	VIETNAM	3	9	9	3	24	Support the coordinator on task development.
	P13	VCCI	VIETNAM	3	9	9	3	24	Support the coordinator on task development.
	P14	AIESEC	VIETNAM	3	9	9	3	24	Support the coordinator on task development.
		SUBTOTAL		166,5	219	214	93	692,5	
MANAGEMENT	P1	UA	SPAIN	60	45	30	18	153	Work Package Leader.
	P2	TUoS	UNITED	9	15	9	3	36	Support the coordinator on task

			KINGDOM					development.
	P3	UC	PORTUGAL	9	15	9	3	36	Support the coordinator on task development.
	P4	HCM-USSH	VIETNAM	30	30	18	9	87	Support the coordinator on task development.
	P5	TVU	VIETNAM	20	25	15	9	69	Support the coordinator on task development.
	P6	TDMU	VIETNAM	20	25	15	9	69	Support the coordinator on task development.
	P7	NTU	VIETNAM	20	25	15	9	69	Support the coordinator on task development.
	P8	TNU	VIETNAM	20	25	15	9	69	Support the coordinator on task development.
	P9	UD	VIETNAM	20	25	15	9	69	Support the coordinator on task development.
	P10	IUV	VIETNAM	20	25	15	9	69	Support the coordinator on task development.
	P11	HUST	VIETNAM	20	25	15	9	69	Support the coordinator on task development.
	P12	MOET	VIETNAM	9	9	9	3	30	Support the coordinator on task development.
	P13	VCCI	VIETNAM	9	9	9	3	30	Support the coordinator on task development.
	P14	AIESEC	VIETNAM	9	9	9	3	30	Support the coordinator on task development.
SUBTOTAL				275	307	198	105	885	
TOTAL				1773,5	3065	1925	719,5	7483	

Please insert rows as necessary

Subcontracting of tasks to external bodies should be very occasional. The specific competences and particular expertise needed to reach the project objectives should be found in the consortium and should determine its composition. Subcontracting is intended for specific, time-bound, project-related tasks which cannot be performed by the Consortium members themselves.

Tasks that will be subcontracted:

Work Package Ref.nr	Partner responsible for sub-contracting (Acronym)	Country	Number of days (where appropriate)	Brief description of task
WP 1	UA	SPAIN	N/A	Logistic Support for the organisation of the Kick-Off Meeting and Study Visit
WP 1	TUoS	UNITED KINGDOM	N/A	Organisation of the Study Visit
WP 1	UC	PORTUGAL	N/A	Organisation of the Study Visit
WP 1	HCM-USSH	VIETNAM	N/A	Translation of the Need Analysis Report and Benchmarking Report
WP 1	HCM-USSH	VIETNAM	N/A	Printing of the Main Output Need Analysis Report and Benchmarking Report Output
WP 1	TVU	VIETNAM	N/A	Printing of the Main Output Need Analysis Report and Benchmarking Report Output
WP 1	TDMU	VIETNAM	N/A	Printing of the Main Output Need Analysis Report and Benchmarking Report Output
WP 1	NTU	VIETNAM	N/A	Printing of the Main Output Need Analysis Report and Benchmarking Report Output
WP 1	TNU	VIETNAM	N/A	Printing of the Main Output Need Analysis Report and Benchmarking Report Output
WP 1	UD	VIETNAM	N/A	Printing of the Main Output Need Analysis Report and Benchmarking Report Output
WP 1	IUV	VIETNAM	N/A	Printing of the Main Output Need Analysis Report and Benchmarking Report Output
WP 1	HUST	VIETNAM	N/A	Printing of the Main Output Need Analysis Report and Benchmarking Report Output
WP 2	HCM-USSH	VIETNAM	N/A	English Course for Vietnamese CaCe Staff
WP 2	TVU	VIETNAM	N/A	English Course for Vietnamese CaCe Staff
WP 2	TDMU	VIETNAM	N/A	English Course for Vietnamese CaCe Staff
WP 2	NTU	VIETNAM	N/A	English Course for Vietnamese CaCe Staff
WP 2	TNU	VIETNAM	N/A	English Course for Vietnamese CaCe Staff
WP 2	UD	VIETNAM	N/A	English Course for Vietnamese CaCe Staff
WP 2	IUV	VIETNAM	N/A	English Course for Vietnamese CaCe Staff
WP 2	HUST	VIETNAM	N/A	English Course for Vietnamese CaCe Staff

WP 2	NTU	VIETNAM	N/A	Logistic Support for ToT I + CM I - Month 8
WP 2	IUV	VIETNAM	N/A	Logistic Support for ToT II - Month 10
WP 2	UD	VIETNAM	N/A	Logistic Support for ToT III + CM II - Month 12
WP 2	TNU	VIETNAM	N/A	Logistic Support for ToT IV - Month 14
WP 2	TVU	VIETNAM	N/A	Logistic Support for ToT V +CM III - Month 16
WP 2	UA	SPAIN	N/A	Logistic Support for Practical Workshop for CaCe Staff
WP 2	TUoS	UNITED KINGDOM	N/A	Logistic Support for Practical Workshop for CaCe Staff
WP 2	UC	PORTUGAL	N/A	Logistic Support for Practical Workshop for CaCe Staff
WP 2	HCM-USSH	VIETNAM	N/A	Logistic Support for the Local Replication Seminars
WP 2	TVU	VIETNAM	N/A	Logistic Support for the Local Replication Seminars
WP 2	TDMU	VIETNAM	N/A	Logistic Support for the Local Replication Seminars
WP 2	NTU	VIETNAM	N/A	Logistic Support for the Local Replication Seminars
WP 2	TNU	VIETNAM	N/A	Logistic Support for the Local Replication Seminars
WP 2	UD	VIETNAM	N/A	Logistic Support for the Local Replication Seminars
WP 2	IUV	VIETNAM	N/A	Logistic Support for the Local Replication Seminars
WP 2	HUST	VIETNAM	N/A	Logistic Support for the Local Replication Seminars
WP 3	HCM-USSH	VIETNAM	N/A	Printing and Translation of the Main Output "Fostering Student & Graduate Employability in Vietn. Uni."
WP 3	TVU	VIETNAM	N/A	Printing of the Main Output "Fostering Student & Graduate Employability in Vietn. Uni."
WP 3	TDMU	VIETNAM	N/A	Printing of the Main Output "Fostering Student & Graduate Employability in Vietn. Uni."
WP 3	NTU	VIETNAM	N/A	Printing of the Main Output "Fostering Student & Graduate Employability in Vietn. Uni."
WP 3	TNU	VIETNAM	N/A	Printing of the Main Output "Fostering Student & Graduate Employability in Vietn. Uni."
WP 3	UD	VIETNAM	N/A	Printing of the Main Output "Fostering Student & Graduate Employability in Vietn. Uni."
WP 3	IUV	VIETNAM	N/A	Printing of the Main Output "Fostering Student & Graduate Employability in Vietn. Uni."
WP 3	HUST	VIETNAM	N/A	Printing of the Main Output "Fostering Student & Graduate Employability in Vietn. Uni."
WP 3	HCM-USSH	VIETNAM	N/A	WebDesign for CaCe
WP 3	TVU	VIETNAM	N/A	WebDesign for CaCe
WP 3	TDMU	VIETNAM	N/A	WebDesign for CaCe

WP 3	NTU	VIETNAM	N/A	WebDesign for CaCe
WP 3	TNU	VIETNAM	N/A	WebDesign for CaCe
WP 3	UD	VIETNAM	N/A	WebDesign for CaCe
WP 3	IUV	VIETNAM	N/A	WebDesign for CaCe
WP 3	HUST	VIETNAM	N/A	WebDesign for CaCe
WP 3	TDMU	VIETNAM	N/A	Logistic Support for Sustainability Workshop + CM V - Month 29
WP 4	HCM-USSH	VIETNAM	N/A	Logistic Support for the Careers Days and Enterprising Ideas Competition
WP 4	TVU	VIETNAM	N/A	Logistic Support for the Careers Days and Enterprising Ideas Competition
WP 4	TDMU	VIETNAM	N/A	Logistic Support for the Careers Days and Enterprising Ideas Competition
WP 4	NTU	VIETNAM	N/A	Logistic Support for the Careers Days and Enterprising Ideas Competition
WP 4	TNU	VIETNAM	N/A	Logistic Support for the Careers Days and Enterprising Ideas Competition
WP 4	UD	VIETNAM	N/A	Logistic Support for the Careers Days and Enterprising Ideas Competition
WP 4	IUV	VIETNAM	N/A	Logistic Support for the Careers Days and Enterprising Ideas Competition
WP 4)	HUST	VIETNAM	N/A	Logistic Support for the Careers Days and Enterprising Ideas Competition
WP 5	HCM-USSH	VIETNAM	N/A	Logistic Support for the National Conference and National EIC + CM IV - Month 21
WP 5	HCM-USSH	VIETNAM	N/A	Translation Service during the National Conference and National EIC + CM IV - Month 21
WP 5	HCM-USSH	VIETNAM	N/A	Translation for the Main Output Policy White Paper
WP 5	HCM-USSH	VIETNAM	N/A	Logistic Support for Business Brunches
WP 5	TVU	VIETNAM	N/A	Logistic Support for Business Brunches
WP 5	TDMU	VIETNAM	N/A	Logistic Support for Business Brunches
WP 5	NTU	VIETNAM	N/A	Logistic Support for Business Brunches
WP 5	TNU	VIETNAM	N/A	Logistic Support for Business Brunches
WP 5	UD	VIETNAM	N/A	Logistic Support for Business Brunches
WP 5	IUV	VIETNAM	N/A	Logistic Support for Business Brunches
WP 5	HUST	VIETNAM	N/A	Logistic Support for Business Brunches
WP 5	HCM-USSH	VIETNAM	N/A	Logistic Support for Employment and Entrepreneurship Ecosystem Forum
WP 5	TVU	VIETNAM	N/A	Logistic Support for Employment and Entrepreneurship Ecosystem Forum
WP 5	TDMU	VIETNAM	N/A	Logistic Support for Employment and Entrepreneurship Ecosystem Forum
WP 5	NTU	VIETNAM	N/A	Logistic Support for Employment and Entrepreneurship Ecosystem Forum

WP 5	TNU	VIETNAM	N/A	Logistic Support for Employment and Entrepreneurship Ecosystem Forum
WP 5	UD	VIETNAM	N/A	Logistic Support for Employment and Entrepreneurship Ecosystem Forum
WP 5	IUV	VIETNAM	N/A	Logistic Support for Employment and Entrepreneurship Ecosystem Forum
WP 5	HUST	VIETNAM	N/A	Logistic Support for Employment and Entrepreneurship Ecosystem Forum
WP 6	HUST	VIETNAM	N/A	Logistic Support for the Final Conference + CM6 - Month 36
WP 6	HUST	VIETNAM	N/A	Translation Service during the Final Conference + CM6 - Month 36
WP 6	UA	SPAIN	N/A	Printing of the Dissemination Materials during the entire life of the project (leaflets, posters, roll-up, folders, etc.)
WP 6	TUoS	UNITED KINGDOM	N/A	Printing of the Dissemination Materials during the entire life of the project (leaflets, posters, roll-up, folders, etc.)
WP 6	UC	PORTUGAL	N/A	Printing of the Dissemination Materials during the entire life of the project (leaflets, posters, roll-up, folders, etc.)
WP 6	HCM-USSH	VIETNAM	N/A	Advertising and Printing of the Dissemination Materials during the entire life of the project (leaflets, posters, roll-up, folders, etc.)
WP 6	TVU	VIETNAM	N/A	Printing of the Dissemination Materials during the entire life of the project (leaflets, posters, roll-up, folders, etc.)
WP 6	TDMU	VIETNAM	N/A	Printing of the Dissemination Materials during the entire life of the project (leaflets, posters, roll-up, folders, etc.)
WP 6	NTU	VIETNAM	N/A	Printing of the Dissemination Materials during the entire life of the project (leaflets, posters, roll-up, folders, etc.)
WP 6	TNU	VIETNAM	N/A	Printing of the Dissemination Materials during the entire life of the project (leaflets, posters, roll-up, folders, etc.)
WP 6	UD	VIETNAM	N/A	Printing of the Dissemination Materials during the entire life of the project (leaflets, posters, roll-up, folders, etc.)
WP 6	IUV	VIETNAM	N/A	Printing of the Dissemination Materials during the entire life of the project (leaflets, posters, roll-up, folders, etc.)
WP 6	HUST	VIETNAM	N/A	Advertising and Printing of the Dissemination Materials during the entire life of the project (leaflets, posters, roll-up, folders, etc.)
WP 6	MOET	VIETNAM	N/A	Printing of the Dissemination Materials during the entire life of the project (leaflets, posters, roll-up, folders, etc.)

WP 6	VCCI	VIETNAM	N/A	Printing of the Dissemination Materials during the entire life of the project (leaflets, posters, roll-up, folders, etc.)
WP 6	UA	SPAIN	N/A	Design of the Dissemination Material (Leaflets, Posters, Roll-ups, USB, Newsletter….)
WP 6	UA	SPAIN	N/A	Project and Website image Design
WP 6	UA	SPAIN	N/A	Website Domain
WP 6	UA	SPAIN	N/A	1 Promotional Video
WP 7	UA	SPAIN	N/A	2 External Quality Assurance experts (including travel, cost of stay and fees)
WP 8	UA	SPAIN	N/A	Financial External Audit

Please insert rows as necessary.

Projects may organise mobility activities of students, researchers and staff so far as they support/complement the other activities of the **Capacity Building** project and bring added value in the realisation of the project's objectives. Mobility activities do not constitute the main activities for Capacity Building.

I.1. Relevance of mobility activities
Please describe what kind of mobility activities are foreseen in the Special Mobility Strand, what are their objectives and expected results. Explain how the mobility activities of students, researchers and staff support/complement the other activities of the Capacity Building and bring added value in the realisation of the project's objectives (limit 3000 characters).

I.2. Identification and selection of the participants
Please describe the procedures set up for identification and selection of participants for the mobility activity (limit 1000 characters).

I.3. Preparation and support
Please describe the structure for preparation of the participants for the mobility activity, including specific training or course, linguistic preparation etc. Please explain the support provided in terms of accommodation, insurances, etc. Please explain the quality measures set up in the sending and receiving organisations for monitoring the mobility activity and measures to be taken if the results foreseen are not met (limit 2000 characters).

I.4. Involvement of people with fewer opportunities
Does your project involve people with fewer opportunities? ☐ YES ☐ NO

IF YES, how many participants coming from which countries and organisations would fall under this category? Specify the type of situation of fewer opportunities these participants are facing (limit 2000 characters).

Please explain the nature of the support required and how it will be addressed, so that these persons can fully engage in the foreseen activities (limit 1000 characters).

I.5. Recognition and validation of learning outcomes

Please explain how the project intends to recognise and validate the teaching and/or learning outcomes of the participants (limit 1000 characters).

PART J - OTHER EU GRANTS

Please list the **projects** for which the organisations involved in this application have received financial support from EU programmes.

Programme or initiative	Reference number	Beneficiary Organisation	Title of the Project
TEMPUS	544126-TEMPUS-1-2013-1-ES-TEMPUS-JPHES	Universidad de Alicante (C)	Strengthening Career Centres in Central Asia Higher Education Institutions to empower graduates in obtaining and creating quality employment - UNIWORK
ERASMUS +	561749-EPP-1-2015-ES-EPPKA2-CBHE-SP	Universidad de Alicante (C), MOET, HUST	StrEngthening National researcH And iNnovation Capacities in viEtnam - ENHANCE
TEMPUS	530414-TEMPUS-1-2012-1-JO-TEMPUS-JPGR	Universidad de Alicante Coordinator: Princess Sumaya University for Technology	Integrating a Holistic Approach to Student Services for Increased Student Wellbeing Student Services for Increased Student Wellbeing - MEDAWELL
EDULINK	FED/2013/320-272	Universidad de Alicante (C)	Knowledge transfer capacity building for enhanced energy access & efficiency in the Caribbean CAP4INNO
TEMPUS	543914-TEMPUS-1-2013-1-ES-TEMPUS-JPHES	Universidad de Alicante (C)	Implementing the lifelong learning Concept in SNA: Responding to the changing needs of dynamic economies LOGIC
ERASMUS +	573964-EPP-1-2016-1-ES-EPPKA2-CBHE-JP	Universidad de Alicante (C)	strengthening climate change REsearch And innovation CapaciTies in Cambodia, Laos and Vietnam REACT
ERASMUS +	561753-EPP-1-2015-1-ES-EPPKA2-CBHE-JP	Universidad de Alicante (C)	Internationalisation of Higher Education in Iran - IHEI
TEMPUS	544126-TEMPUS-1-2013-1-ES-TEMPUS-JPHES	University of Sheffield Coordinator: University of Alicante	UNIWORK: Strengthening Career Centres in Central Asia Higher Education Institutions to empower graduates in obtaining and creating quality employment
Erasmus+, KA1	2015-1-PT01-KA103-012642	University of Coimbra	Erasmus+, KA1 - Mobility project for HE students and staff
Erasmus+, KA1	2015-1-PT01-KA103-12788	University of Coimbra Coordiantor: University of Aveiro	UCASE - University Consortium for Advanced Skills in Europe
Erasmus + KA 2: Strategic Partnerships for School Education	VG.SPS.BE-15-24.013795	University of Coimbra Coordiantor: Kulturring in Berlin e V.	VIDUMATH - Creative Video for Mathematics
Erasmus + KA 2: Strategic Partnerships	2014-1-RO01-KA203-002486	University of Coimbra Coordiantor: Academia Tehnica Militara Bucuresti	GSEBS: Greener and Safer Energetic and Ballistic Systems

Erasmus + KA2: Strategic Partnerships	2014-1-PT01-KA203-001082	University of Coimbra Coordiantor: Instituto Politécnico de Tomar (IPT)	Apheleia – Integrated Cultural Landscape Management for Local and global sustainability
Erasmus + KA2: Strategic Partnerships	2014-1-TR01-KA200-013354	University of Coimbra Coordiantor: Afyonkarahisar Il Milli Egitim Mudurlugu	Beat Cyberbullying; Embrace Safer Cyberspace
ERASMUS +: Sport	556942-EPP-1-2014-1-IT-SPO-SCP	University of Coimbra Coordiantor: Italian Swimming Federation	Lifelong Swimming
Erasmus+, KA2 – Strategic Partnerships	2014-2-ES02-KA205-005149	University of Coimbra Coordiantor: Red Internacional B-live	PATHS – Youth for solidarity economy and youth entrepreneurship in Europe
Erasmus+, KA2 – Strategic Partnerships	2014-1-DE02-KA200-001093	University of Coimbra Coordiantor: English at Work GmbH	Supplemental Self-Help in English as a Foreign Language for Learners with Specific Learning Differences/ Difficulties
Erasmus+, KA2 – Strategic Partnerships	2014-1-SE01-KA202-001030	University of Coimbra Coordiantor: KCEM	European Explosives sector implementation of occupational standards
Promoting the international dimension of research in HEIs	2012 - 2700/ 001 - 001 -EMA3 - PP	University of Social Sciences and Humanities	Promoting the international dimension of research in HEIs
Erasmus+ Capacity Building in Higher Education	573964-EPP-1-2016-1-ES-EPPKA2-CBHE-JP	University of Social Sciences and Humanities	Strengthening climate change research and innovation capacities in Cambodia, Laos and Vietnam
7FP	312068- FP7-KBBE-2012-6	Nha Trang University, Coordinator: Agencia Estatal Consejo Superior de Investigaciones Cientificas	Assessing the presence of parasites on cat fish imported into EU
Hub4Growth	573946-EPP-1-2016-1-VN-PPKA2-CBHE-JP	The University of Danang	Heightening University-Business partnerships FOR smart and sustainable GROWTH in Asia
HR4ASIA	573946-EPP-1-2016-1-VN-PPKA2-CBHE-JP	The University of Danang	Strategic Human Resource Management for Southest Asia
Erasmus+	2016-1-FR01-KA107-023502	The University of Danang Coordinator: University of Nice Sohia Antipolis	Key Action 1 – Mobility for learners and staff – Higher Education Student and Staff Mobility
Erasmus+ Key Action 2	561492-EPP-1-2015-1-FI-EPPKA2-CBHE-JP	HUST Coordinator: Turku University	Supporting Entrepreneurial Development in the Field of IT in Vietnamese HEIs - ICTentr
Erasmus+ Key Action 2	561630-EPP-1-2015-1-FR-EPPKA2-CBHE-JP	HUST Coordinator: SUPAGRO	Universities as key partners for the new challenges regarding food safety & quality in ASEAN - AsiFood
Erasmus+ Key Action 2	561653-EPP-1-2015-1-CZ-EPPKA2-CBHE-JP	HUST Coordinator: Masaryk University	Through Academic Cooperation Towards Innovtive Capacity - TACTIC
Erasmus+ Key Action 2	561945-EPP-1-2015-1-BE-EPPKA2-CBHE-JP	HUST Coordinator: Ghent University	Network of universities and enterprises for food training in Southeast Asia - Nutri-C

Erasmus+ Key Action 2	561571-EPP-1-2015-1-IT-EPPKA2-CBHE-JP	HUST Coordinator: Sapienza University of Roma	European quality COurse system for Renewable Energy Development - ECO-RED

Please insert rows as necessary.

*Please list **other grant applications** submitted by your organisation, or by any partner organisation in this project proposal. For each grant application, please mention the EU Programme concerned & the amount requested.*

Programme concerned	Beneficiary Organisation	Amount requested
Erasmus+ KA2	University of Alicante	986.941,00€ - WHEEL
Erasmus+ KA2	University of Alicante	904.973,50€ - MORALE

Please insert rows as necessary.

CHECK LIST

Please make sure that you <u>fully</u> completed each part of this application form, as follows:

☐   PART D - Quality of the project team and the cooperation arrangements

☐   PART E - Project characteristics and relevance

☐   PART F - Quality of the project design and implementation

☐   PART G - Impact, dissemination and exploitation, sustainability

          ☐   Logical Framework Matrix

          ☐   Workplan

☐   PART H - Work packages

☐   PART I – Special Mobility Strand (where applicable)

☐   PART J - Other EU Grants