

Bridging Digital Divide in Mongolia and Vietnam through HEI's Digital Transformation (DIGITAL MOVE)

D1.2 Quality Management Plan

Project information	
Project title	Bridging Digital Divide in Mongolia and Vietnam through HEI's Digital Transformation
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Deliverable information	
Deliverable number	D1.2
Deliverable name	Quality management plan
Abstract	This QMP defines the management and quality structures, tools and procedures, to assure high quality standard of project processes and deliverables.
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Real delivery date	Month 10
Work package	WP1
Lead Partner for deliverable	CITI
Approved by	PMB, all partners
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09/05/2023	0.1	First draft presented by UCA
19/06/2023	0.2	Second draft with CITI contributions
25/08/2023	0.3	Third draft realized by UCA
05/10/2023	0.4	Revised version by TUKE
10/11/2024	0.5	Validated version by PMB



Executive summary

The quality management is an essential part of Digital Move project implementation. This Quality Management Plan (QMP) serves as a point of reference by defining how quality will be conceived and managed throughout the project lifecycle. It describes the different quality standards, activities, responsibilities, processes, and procedures. In that sense, “quality” is considered from both perspectives: as an outcome, and as a process.

This QMP is structured in four main pillars:

- Quality Strategy: establishing the quality planning, requirements, and standards.
- Quality Assurance: defining the preventive measures and assurance mechanisms to assure the project runs as established.
- Quality Control: illustrating the monitor activities and corrective process in case of bugs, and the risk management.
- Quality Improvement: describing the approach and process to adapt the quality strategy if necessary.

The QMP serves as a guideline to assure the quality of the project, but it is also a deliverable (D1.2). This document has been developed for the whole project duration, but it would be open to modifications or updates if during the implementation partners consider some process is not efficient enough, according to the principle of quality improvement.

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Introduction

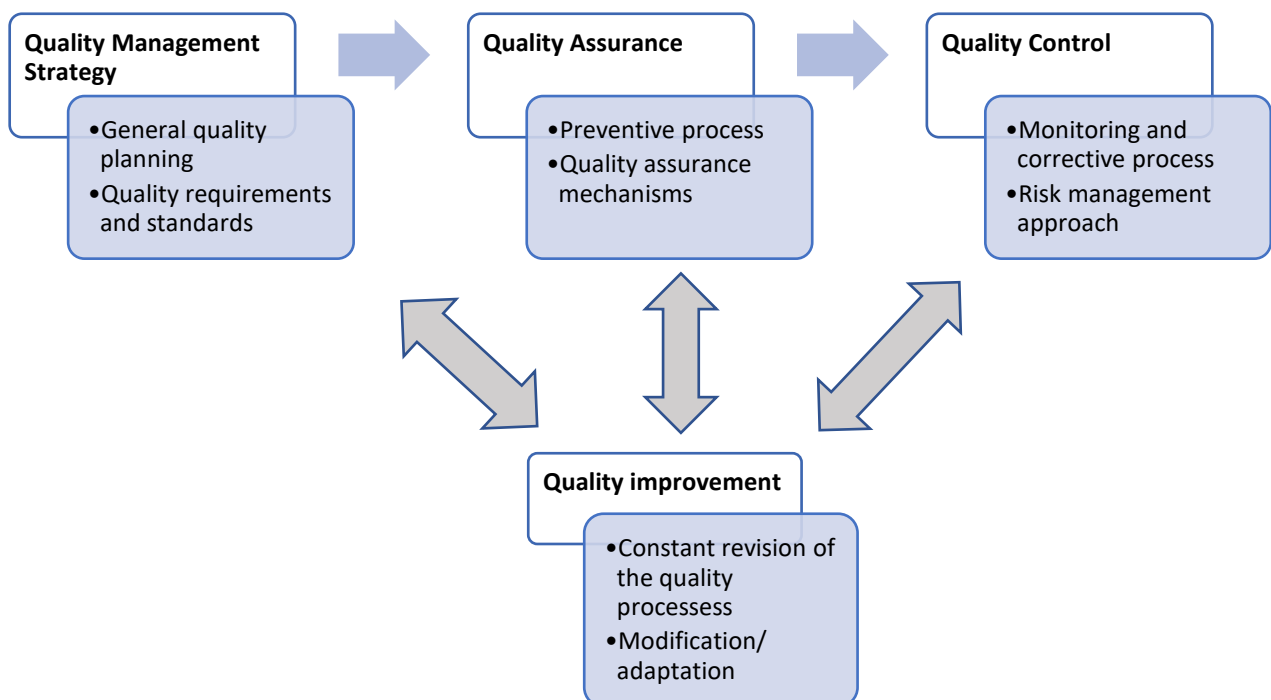
The purpose of this quality management plan (QMP) is to establish a guidance for assuring the quality of the project implementation and activities. Indeed, this document outlines the how, when, who and what-ifs of DIGITAL MOVE project's execution and quality monitoring, explaining the procedures that will be implemented for assessing and improving quality in project activities, deliverables and process.

The quality management plan provides an overview of execution steps, responsibilities and roles, tools, and the different protocols for the project coordination, communication, conflict resolution, reporting, and quality assurance and control. In that sense, this QMP serves as a roadmap to assure the success implementation of DIGITAL MOVE by providing relevant information and facilitating working collaboration so the project stays on track for quality on-time completion; and in case of deviation, to have the necessary information, flexibility and tools to give a solution to this deviation.

The Quality Management Plan is structured in four key pillars/ processes.

- 1- Defining the Quality Management Strategy, considering the project outcomes, deliverables and deadlines, already established in the proposal. This phase consists on remind partners these elements, as well as the quality indicators and expected impacts; as well as establishing other quality requirements and standards we expect to fulfil to achieve a proper level of quality.
- 2- Developing the Quality Assurance mechanisms which will allow to monitor if the execution follows the established pathway. In this pillar, it will be presented the management and quality structures, responsibilities, communication tools and reporting tools and processes.
- 3- Providing a Quality Control, by establishing the monitoring and corrective processes, and incorporating the risk management approach.
- 4- Incorporating a Quality Improvement approach in the whole process and previous phases, which will allow to assure and increase the quality, effectiveness and impact of the quality strategy.

These four pillars are connected and interact among them:



1- Quality Management Strategy

Quality refers to the degree of conformance to project's objectives and requirements. In the context of Digital Move, the consortium has defined the quality strategy considering the project objectives, deadlines, expected deliverables, and indicators (already developed in the project proposal), as well as other indicators developed during the kick off meeting discussions.

For considering Digital Move project achieves the expected quality level, it has to fulfil the following items:

- ✓ To achieve the project objectives;
- ✓ To realize the project outcomes/ activities and deliverables with the same or similar requirements as established in the quality matrix of the proposal;
- ✓ To assure a budget compliance and good use of the scheduled resources;
- ✓ To accomplish the scheduled calendar;
- ✓ To reach a high level of target groups' impact and satisfaction;
- ✓ To fulfil the quality indicators established in the quality matrix of the proposal and below.

1.1- Project objectives and expected activities

Digital Move aims at implementing Digital transformation within Mongolian and Vietnamese universities at four levels: institutions, processes, individuals and communities.

- At institutional level, the project aims to foster institutional reforms including readiness in terms of digital skills and development of modern university tools and services;
- At processes and services level, it will help HEIs to create and/or reinforce specific departments to foster digital education, and train staff in digitally teaching and learning;
- At individual level, Digital Move will bridge the digital divide by developing digital soft skills through new learning pathways open to all: staff, students, lifelong learners (including private sector and civil society at large);
- At communities' level, it aims to impact the communities at local, regional and national by developing activities targeting the society at large and disseminate information, knowledge and good practices through Communities of practices.

These objectives are implemented in several activities/tasks classified in 6 thematic work packages (WPs) with a total of 13 deliverables.

WP Tasks & deliverables	Title	Estimated end date
WP1	Project management and quality assurance	
T1.1	Project coordination	M1-M36
T1.2	Administrative and financial project follow-up	
T1.3	Quality management of the project	
D1.1	Partnership agreement	M6- 31/07/23
D1.2	Quality management plan	M2- 31/03/2023
WP2	Creating a culture and structuring Digital Transformation within HEI	
T2.1	Digital Transformation assessment of each HEI	M1-M8
T2.2	Digital Transformation strategic action plan of each HEI	
T2.3	Specific digital working groups establishment to promote and implement digital transformation	

T2.4	Digital-friendly culture change promotion within non-European partners' HEI	
D2.1	Strategic digital transformation plans	M8- 30/09/2023
D2.2	Handbook on digital culture in HEI	M8- 30/09/2023
WP3	Strengthening HEI missions through digital transformation	
T3.1	Digital Transformation promotion in each HEI mission	M8-M18
T3.2	Innovative pedagogical centers (IPC) creation or improvement	
T3.3	IPC staff training	
T3.4	Creating /enhancing LMS	
D3.1	Handbook on how to create an IPC	M18- 31/07/2024
WP4	Fostering Digital soft skills for staff, students and lifelong learners	
T4.1	Develop and implement innovative learning pathways and teaching methods for digital soft skills	M18-M36
T4.2	Creating digital soft skills content for students and external lifelong learners	
T4.3	Creating digital soft skills content for educators	
T4.4	Valorizing digital soft skills by Open Badges	
T4.5	Developing Digitized courses (pilot project)	
D4.1	Digital soft skills courses for students and externals	M35- 31/12/2025
D4.2	Training content for educators on digital education	M35- 31/12/2025
D4.3	Open Badges	M35- 31/12/2025
D4.4	Pilot project courses	M35- 31/12/2025
WP5	Making HEIs the main actor of digital transformation at local, regional and national level	
T5.1	Executive programs for external stakeholders on DT	M18-M36
T5.2	Creating Communities of practices on DT	
T5.3	Organizing Digital Events	
T5.4	Policy report with a focus on inclusion	
D5.1	Digital Events	M36- 31/01/2026
D5.2	Policy report with a focus on inclusion	M36- 31/01/2026
WP6	Dissemination and exploitation	
T6.1	Dissemination strategy development	M1-M36
T6.2	Dissemination material and project website	
T6.3	Dissemination events	
D6.1	Dissemination plan	M3- 30/04/2023
D6.2	Dissemination material and project website	M3- 30/04/2023

1.2- Project budget compliance

To develop these activities, a total budget of 783 570 € has been validated by the EACEA and distributed by each partner and WP, as follow:

<i>Partenaire</i>	WP 001 Management and quality assurance	WP 002 Creating a culture and structuring Digital transformation within HEI	WP 003 Strengthening HEI missions through digital transformation	WP 004 Fostering Digital Soft Skills for staff, students and lifelong learners	WP 005 Making HEIs the main actor of digital transformation at local, regional and national level	WP 006 Dissemination and exploitation	Maximum Grant Amount
CITI	41 144 €	11 498 €	11 214 €	5 210 €	7 815 €	1 766 €	78 647 €
UCA	23 901 €	12 615 €	17 141 €	35 341 €	16 178 €	7 126 €	112 301 €
KOSICE	21 879 €	11 941 €	17 141 €	33 512 €	13 867 €	5 778 €	104 119 €

SAB, MULS	14 899 €	10 536 €	11 214 €	5 210 €	2 605 €	1 766 €	46 229 €
UD	15 148 €	11 446 €	11 533 €	5 847 €	2 924 €	8 771 €	55 670 €
NTU	22 051 €	11 446 €	11 533 €	8 771 €	2 924 €	1 291 €	58 016 €
HUST	14 185 €	11 446 €	11 533 €	5 847 €	2 924 €	1 291 €	47 226 €
CTU	14 185 €	11 446 €	11 533 €	5 847 €	2 924 €	1 291 €	47 226 €
QNU	14 185 €	11 446 €	11 533 €	5 847 €	2 924 €	1 291 €	47 226 €
TNU	14 185 €	11 446 €	11 533 €	5 847 €	2 924 €	1 291 €	47 226 €
UEH	14 185 €	11 446 €	11 533 €	5 847 €	2 924 €	1 291 €	47 226 €
OMU	14 899 €	10 536 €	11 214 €	5 210 €	2 605 €	1 766 €	46 229 €
EIT	14 899 €	10 536 €	11 214 €	5 210 €	2 605 €	1 766 €	46 229 €
TOTAL	239 743 €	147 785 €	159 867 €	133 549 €	66 143 €	36 482 €	783 570 €

Digital Move is a co-financed project and partners are expected to use their own resources to co- finance the activities, as well as to assure the sustainability of the project outcomes.

Digital Move aims to incorporate a cost-effectiveness approach in its implementation. This refers to reduce the cost of the activities without compromising quality and impact of the results. Each partner is expected to incorporate this cost-effectiveness mindset in the management of their own activities. To do that, the following points have been highlighted:

- To allocate resources wisely considering an integral approach.
It refers to match resources in the most intelligent way possible, considering the whole activities of the project, and having a good balance: not given too much resources to one activity (that can over resource and compromise the institution), but neither to under resource for example using not qualified staff for an activity that requires specific skills). To do that, it is essential to understand the project activities and to be able to identify the key activities that are critical for the success of the project.
- To use/modify the estimated budget in a wisely way, reducing when possible.
The amount of budget by WP has been estimated considering the activities to implement. Nevertheless, this is a general estimation that does not correspond exactly with the reality. It is expected to all partners conduct a cost-benefit analysis and reduce the expenses when possible. For example, in physical mobilities, to consider not to travel in touristic period when coming to expensive countries.
- To consider the return on investment when consider reducing costs.
The objective is not to reduce the costs everywhere but to make cuts only when it is worth (transports, hotels, meals...), and not to cut in skills, time that can save money in the short term but not in the long term.
- To consider there will be always unforeseen costs that will increase the expenses of the project activities.
- To measure costs constantly.
Even if the financial monitoring to the EACEA has been simplified, the consortium decides to integrate an internal reporting will include a budget part to monitor the use of the budget and be able to identify non-effectiveness expenses, non-eligible costs and to be able to anticipate solutions if there are problems.

1.3- Project calendar

The project will last 36 months. Is it expected to implement the activities and to submit the deliverables at the following dates:

DIGITAL MOVE calendar	2023 (Starting date 01/02/2023)				2024				2025				2026
	01/02/23-31/03/23	01/04/23-30/06/23	01/07/23-30/09/23	01/10/23-31/12/23	01/01/24-31/03/24	01/04/24-30/06/24	01/07/24-30/09/24	01/10/24-31/12/24	01/01/25-31/03/25	01/04/25-30/06/25	01/07/24-30/09/25	01/10/25-31/12/25	01/01/26-31/01/26
	M1-M2	M3-M5	M6-M8	M9-M11	M12-M14	M15-M17	M18-M20	M21-M23	M24-26	M27-29	M30-32	M33-35	M36
Task 1.1 - Project coordination	X	X	X	X	X	X	X	X	X	X	X	X	X
Task 1.2 - Administrative and financial project follow up	X	X	X	X	X	X	X	X	X	X	X	X	X
Task 1.3 Quality management of the project	X	X	X	X	X	X	X	X	X	X	X	X	
Project meetings	Kick of meeting (March 23)- Mongolia		Online consortium meeting		2nd meeting (January 24)- France		Online consortium meeting		3rd meeting (January 25)- Slovakia		Online consortium meeting		Final meeting (January 26)- Vietnam
PMB meetings - to define specific dates		X	X	X	X	X	X	X	X	X	X	X	
EACEA reports						X (M18)							X (M36)
D1.1- Partnership Agreement			X (July 23)										
D1.2- Quality management plan	X (March 23)												
Task 2.1 -Digital transformation assessment of each HEI	X	X	X										
Task 2.2 -Digital Transformation strategic action plan creation of each HEI	X	X	X										
Task 2.3 Specific digital working groups establishment to promote and implement digital transformation	X	X	X										
Task 2.4 Digital-friendly culture change promotion within non european partners' HEIs	X	X	X										
D2.1- Strategic digital Transformation plans			X										
D2.2- Handbook on digital culture in HEI			X										
Task 3.1 - Digital transformation promotion in each HEI missions			X	X	X	X							
Task 3.2 - Innovative pedagogical centers creation			X	X	X	X							
Task 3.3- Innovative pedagogical centers staff training			X	X	X	X	X						
Task 3.4- Creating / Enhancing LMS			X	X	X	X	X						

D3.1- Handbook on how to create IPC								X					
Task 4.1- Developing innovative learning pathways and teaching methods for digital soft skills								X	X	X			
Task 4.2 Creating specific digital soft skills content for students and lifelong learners									X	X	X	X	X
Task 4.3- Creating specific digital soft skills content for educators									X	X	X	X	X
Task 4.4 - Valorising digital soft skills											X	X	X
Task 4.5- Developing Digitized/hybridized courses (pilot project)								X	X	X	X	X	X
D4.1 - Digital soft skills courses for students & externals												X	
D4.2- Training content for educators on digital education												X	
D4.3- Open Badges												X	
D4.4- Pilot project												X	
Task 5.1 - Executive programs for external stakeholders on Digital Transformation								X	X	X	X	X	
Task 5.2 - Communities of practices on Digital transformation								X	X	X	X	X	
Task 5.3 - "Digital Events"										X			X
Task 5.4- Policy report with a focus on inclusion								X	X	X	X	X	X
D5.1- Digital events										X		X	
D5.2- Policy report with a focus on digital inclusion													X
Task 6.1 - Dissemination strategy development	X	X											
Task 6.2 - Dissemination material and Project' website	X	X	X	X	X	X	X	X	X	X	X	X	X
Task 6.3- Dissemination events				X	X	X	X	X	X	X	X	X	X
D6.1 - Dissemination plan		X											
D6.2- Dissemination material and project website			X										

The delays will be monitor in the frame of the internal reporting (sections below) with special focus on how each delay can impact other activities or WP in order to anticipate extra problems/delays.

1.4- Project's quality standards and indicators

In this part, it is presented an overview of the quality requirements that the project expects to fulfil, with special focus on the expected impacts on the target groups and at systemic level, as well as the deliverables' quality standards to be achieved in order to be considered as high quality.

All these elements will be included in the internal reports, as well as the quality reports made by the QAB.

At institutional level: Mongolian and Vietnamese HEIs		
Expected impacts	Quantitative indicators	Qualitative indicators
Structural and organizational reforms at HEI level	<ul style="list-style-type: none"> - 11 Digital Transformation Strategy Plans developed - 11 Action plans developed 	<ul style="list-style-type: none"> - Strategy on DT developed - Working groups created and trained - Improvement and modernization on HEI structures
Governance's and staff's performance and capacities on DT improved	<ul style="list-style-type: none"> - 33 leaders and managers trained on DT - 55 leaders and managers trained on digital culture - 2 handbooks on digital culture developed - 55 facilitators trained on how to implement and facilitate DT 	<ul style="list-style-type: none"> - Governance's capacities improved: on DT at HE (digital self-assessment and how to create a digital transformation plan at HEIs); on how to create and share a culture of DT at HEIs - Staff's capacities improved on how to facilitate DT and digital culture - Experience in the working groups - High level of satisfaction
Better and more efficient digital educational services and processes	<ul style="list-style-type: none"> - 11 Innovative Pedagogical centers (IPC) created/ enhanced - 2 handbooks on how to develop innovative pedagogical services developed - 11 LMS created/ improved - 33 technical staff trained on hybridizing courses and using LMS - Around 130 staff (academic and not academic) staff trained on DT in different HEI processes 	<ul style="list-style-type: none"> - Technical staff's capacities improved in digitalisation and LMS - Transferable expertise and guide to develop other services and process - Promotion on DT in four HEI missions
Better and more innovative education programs/ courses	<ul style="list-style-type: none"> - 10 courses on digital soft skills for students created - 5 micro-challenges sessions for students created - 10 courses on digital teaching for academic created - 5 micro challenges sessions for educators created - 66 courses hybridized (18 ETCS) 	<ul style="list-style-type: none"> - Soft skills catalogs using innovative teaching and learning - Experience in developing innovative teaching methods and pathways (with transfer capacity) - Experience on student self-centered activities - Experience in digitalization courses (transferability)
Better exchanges and cooperation with business sector and general ecosystem	<ul style="list-style-type: none"> - 4 training programs developed - 120 externals (staff and leaders of companies) trained - 2 Communities of practices on DT created 	<ul style="list-style-type: none"> - Networks with business sectors created / enhanced - Combined work experience (universities-business sector) developed

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At individual level: students, staff and externals		
Expected impacts	Quantitative indicators	Qualitative indicators
Digital soft skills improved for students and external lifelong learners	<ul style="list-style-type: none"> - At least 2200 participants in digital soft skills training - At least 1100 participants in micro-challenges sessions - 10 courses developed - 5 micro-challenges sessions developed 	<ul style="list-style-type: none"> - Capacities and digital soft skills improved - Knowledge in DT increased - Experience in working in combined groups with staff and business sectors acquired - Better recognition of competences acquired through Open Badges - Better employability opportunities enhanced - Positive trainee's satisfaction level
Digital soft skills & digital teaching improved for academic staff	<ul style="list-style-type: none"> - At least 33 staff participated in innovative content creation - At least 1100 staff trained on digital education - At least 550 staff participants in micro challenges sessions - 10 courses developed - 5 micro-challenges sessions developed 	<ul style="list-style-type: none"> - Experience in developing innovative teaching methods and pathways - Skills on how to teach digital soft skills to students acquired - Better recognition of competences acquired through Open Badges - Positive trainee's satisfaction level
Acquisition of new competences and knowledge on DT in education and teaching	<ul style="list-style-type: none"> - 54 academic staff trained - 3 workshops realised 	<ul style="list-style-type: none"> - Capacities and knowledge improved on digital teaching - Positive trainee's satisfaction level
Acquisition of new competences and knowledge on DT in research	<ul style="list-style-type: none"> - 25 academic staff trained - 1 workshop realised 	<ul style="list-style-type: none"> - Capacities and knowledge improved on digital research - Positive trainee's satisfaction level
Acquisition of new competences and knowledge on DT in internationalization	<ul style="list-style-type: none"> - 25 academic and administrative staff trained - 1 workshop realised 	<ul style="list-style-type: none"> - Capacities and knowledge improved on digital internationalisation - Positive trainee's satisfaction level
Acquisition of new competences and knowledge on DT in socialization and employability	<ul style="list-style-type: none"> - 25 academic and administrative staff trained - 1 workshop realised 	<ul style="list-style-type: none"> - Capacities and knowledge improved on digital socialisation and employability - Positive trainee's satisfaction level
Development of competences on digitalization for technical staff	<ul style="list-style-type: none"> - 33 technical staff trained on hybridizing courses and using LMS - 2 handbooks on how to develop innovative pedagogical services developed - 66 courses hybridized with academic staff 	<ul style="list-style-type: none"> - Capacities and knowledge improved on hybridizing courses and using LMS - Experience in creating/ enhancing the IPC centres - Practical experience with academic staff in hybridizing courses - Positive trainee's satisfaction level
Digital literacy and DT awareness of external increased, including business sector	<ul style="list-style-type: none"> - At least 120 externals (business sector) trained and involved in project activities - 4 executive programs on DT developed 	<ul style="list-style-type: none"> - Capacities and knowledge on DT improved - Experience in working in combined groups with universities - Better employment and growth opportunities - Positive trainee's satisfaction level
Digital literacy and DT awareness of people with fewer opportunities increased	<ul style="list-style-type: none"> - At least 100 participants in project activities considered people with fewer opportunities 	<ul style="list-style-type: none"> - Capacities and digital soft skills improved - Knowledge in DT increased

		<ul style="list-style-type: none"> - Experience in working in combined groups with staff and business sectors - Better employability opportunities enhanced - Positive trainee's satisfaction level
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At systemic level: local, regional and national context		
Expected impacts	Quantitative indicators	Qualitative indicators
Better collaboration and synergy universities-business sector	<ul style="list-style-type: none"> - Around 120 participants in project activities from business sector - 4 executive programs on DT organised by universities for companies 	<ul style="list-style-type: none"> - Networks with business sectors created / enhanced - Combined work experience (universities-business sector) developed - Employment opportunities for students enhanced - Productivity and growth opportunities for companies enhanced
Better skills, qualifications and knowledge of population on DT	<ul style="list-style-type: none"> - Total students, lifelong learners, university's staff and the business sector trained - 2 Communities of Practices created - 2 Digital Events organized for stakeholders 	<ul style="list-style-type: none"> - Employment opportunities for students enhanced - Productivity and growth opportunities for companies enhanced - Improvement of local, regional and national growth - Better recognition of competences acquired through Open Badges - Digital awareness increased
Digital divide reduced	<ul style="list-style-type: none"> - At least 100 students/staff/other involved in project activities are considered people with fewer opportunities - 2 policy reports with a focus on inclusion 	<ul style="list-style-type: none"> - Better skills on DT and employment opportunities for people with fewer opportunities (suffering from social and economic barriers; suffering from discrimination because of gender, age, ethnicity, culture, religion, beliefs, sexual orientation; or facing geographical barriers) - Awareness on digital divide increased

Quality standards for deliverables:

To assess the quality level of the deliverables before the submitting to the EACEA, a quality mechanism has been developed (following sections).

The different nature of each deliverable (reports, training content, events...) makes necessary to include diverse quality standards considering their own specificities. That is why each deliverable evaluation will include specific comments considering that. Nevertheless, all of them, as well as the quality reports made by the QAB will include at least the following standards:

Quality standards for deliverables	Some examples on how these standards are applied (different depending on the type of deliverable)
Efficacy	<ul style="list-style-type: none"> - The expected objectives have been achieved - All the activities have been accomplished with the same/similar requirements as establish in the proposal
Impact	<ul style="list-style-type: none"> - The expected impact has been achieved - There is an added value - Good satisfaction of participants

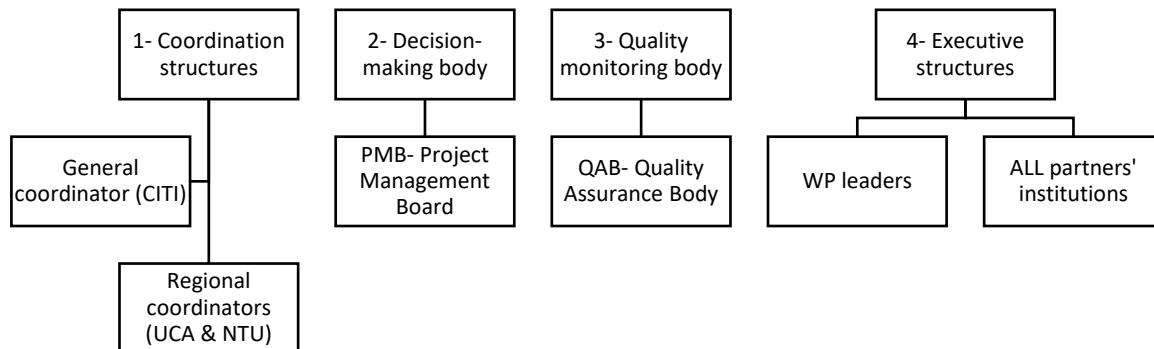
Cost-effectiveness	<ul style="list-style-type: none"> - Good consistency between objectives and used resources - Effective and compliance use of budget
Implementation process	<ul style="list-style-type: none"> - Consistency with the project's and quality procedures. - Good coherence in the distribution of tasks, responsibilities, and real participation of project's partners. - Enough participation and engagement of the target groups. - Scheduled calendar respected - Risk management approach
Sustainability	<ul style="list-style-type: none"> - Exploitable potential - The resources and potential risks for assuring sustainability have been consider in the activities
Visibility	<ul style="list-style-type: none"> - EU visibility included - Strategy of maximizing the impact integrated

2- Quality Assurance

Quality Assurance involves all the procedures and mechanisms developed to assure the good compliance of the project implementation, as well as the consistency with its quality management strategy. In this sense, different structures, procedures, mechanisms and tools have been planned to assure a clear distribution of responsibilities, regular communication and assurance mechanisms to prevent any kind of deviation from the quality standards.

2.1- Management and quality structures

DIGITAL MOVE has a multi-structure in management with a shared-distribution of roles and responsibilities to assure a high level of engagement of all partners.



Coordination

CITI is in charge of the general coordination of the project with the support of two regional coordinators: UCA for Europe and NTU for Vietnam. CITI is responsible for general management of the project: monitoring/ budgeting/ timetabling & reporting any changes to the PMB. UCA and NTU are responsible for coordinating the regional work and facilitating communication with the coordinator. UCA will also support CITI in the main tasks of general management, especially in the quality ones.

The coordinator and regional coordinators will be in regular contact using the project communication channel "teams". At the same time, the regional coordinators will be in constant communication with their respective regional partners.

P	Institution	Position	Name	E-mail address
1	CITI University	General coordinator Responsible for Mongolian partners	Tulгаа Altantsetseg	altantsetseg.tulгаа@citi.edu.mn
2	Université Côte d'Azur UCA	Regional coordinator for European partners	Maria Hernandez	maria.hernandez@univ-cotedazur.fr
6	Nha Trang University	Regional coordinator for Vietnamese partners	Duy, Dinh Luong	duyld@ntu.edu.vn

Decision-making body

The Project Management Board (PMB) is the main decision-making body, and it will be composed by one representative of each partner, chaired by CITI. The members are officially appointed at the Kick-off meeting.

The PMB is responsible for approval of periodic narrative reports, as well as any necessary changes regarding results to be achieved. PMB will be also in charge of solving any possible minor issues and major conflicts. PMB will discuss and review the progress of project activities, approve deliverables, make decisions and agree on any risk contingency measures.

The decision-making process will be based on 2/3 of PMB members.

In case of drop-out of a crucial team member, PMB will appoint a substitute among existing members, or decide upon a proposal of a new member by the respective Partner. CITI will be the leader of the PMB.

PMB will cooperate closely with Quality Assurance body (QAB).

P	Institution	Name	E-mail address
1	CITI University	Tulгаа Altantsetseg	altantsetseg.tulгаа@citi.edu.mn
2	Université Côte d'Azur UCA	Dalenda Larifi	dalenda.larifi@univ-cotedazur.fr
3	Technical University of Kosice	Marianna Siničáková	marianna.sinicakova@tuke.sk
4	School of Agroecology and Business, Mongolian University of Life Sciences	Daginnas Batsukh	daginnas@sab.edu.mn
5	University of Danang	Ho Long Ngoc	hlngoc@ac.udn.vn
6	Nha Trang University	Duy Luong Dinh	duyld@ntu.edu.vn
7	Hanoi university of science and technology	Tran Hoang Hai	hai.tranhoang@hust.edu.vn
8	Can Tho University	Vam Lam Le	lvlam@ctu.edu.vn
9	Quy Nhon University	Trun Nguyen Tien	nguyentientrung@qnu.edu.vn
10	Tay Nguyen University	Chi Tong thi Lan	ttlchi@ttn.edu.vn
11	University of economics Ho Chi Minh City	Nguyễn Nguyễn Phong	nguyenphongnguyen@ueh.edu.vn
12	Otoch Manrab University	Erdenejargal Natsagdorj	eejgii2995@gmail.com
13	Erdenet Institute of technology	Dagvatur Zayabaatar	zayabaatar@erdenetis.edu.mn

Quality Assurance Body

The Quality Assurance Body is responsible for overseeing the implementation of all project activities and cooperating with the PMB to monitor the quality of the deliverables and to check the quality implementation of the project. The reviewers (members of the QAB) will develop a reviewer report of each deliverable that will be used by PMB to decide the validation or not of the deliverable.

Moreover, the QAB will develop 3 general quality reports on monitoring the general project implementation with recommendations (M18, M28 and M36).

The QAB is composed by one member of each consortium Partner (not included in the PMB). UCA will be the leader of the QAB.

P	Institution	Name	E-mail address
1	CITI University	Setsen	setsen.batmunkh@citi.edu.mn
2	Université Côte d'Azur UCA	Maria Hernandez	maria.hernandez@univ-cotedazur.fr
3	Technical University of Kosice	František Janke	frantisek.janke@tuke.sk
4	School of Agroecology and Business, Mongolian University of Life Sciences	Gerelmaa Altangerel	gerelmaa.a@sab.edu.mn
5	University of Danang	Vu Hang Truong Cong	tcvhang@ac.udn.vn
6	Nha Trang University	Thuy Pham Thi Thu	thuthuy@ntu.edu.vn
7	Hanoi university of science and technology	Nguyen Nhat Hai	hai.nguyennhat@hust.edu.vn
8	Can Tho University	Ngoc Han Lim	Inhan@ctu.edu.vn
9	Quy Nhon University	Dat Nguyen Thanh	datnt@qnu.edu.vn
10	Tay Nguyen University	Nhu Nguyen Thi	ntnhu@ttn.edu.vn
11	University of economics Ho Chi Minh City	Quyên Phan Bảo	baoquyen@ueh.edu.vn
12	Otoch Manrab University	Munkhjargal Nyamjav	munkhver2@gmail.com
13	Erdenet Institute of technology	Ulambayar Battulga	ubattulga@erdenetis.edu.mn

In order to simplify the process of the deliverable's quality evaluation, there will be one dedicated reviewer (member of the QAB) for each deliverable. This reviewer will evaluate the quality and fill in the "deliverable reviewer report" that will be sent to the PMB before the submission to the EACEA.

Executive structures

Each work package has a leader. These leaders are in charge of assuring the good implementation of the WP activities by coordinating the other partners' work and checking the quality of this work, as well as controlling the good respect of deadlines... On behalf of the institution, WP leader manages the WP team and tasks, ensuring the performance of activities and achievement of objectives within deadlines and budget limits.

WP leaders will communicate with other management structures if obstacles are identified or there are conflicts that cannot be solved directly with the relevant partner. WP leader submits to the Coordinator and other structures the required information and "WP execution report" related to realization of WP activities.

WP	Name of the WP	WP leader	Contact name	E-mail address contacts
WP1	Management and quality assurance	CITI University	Tulгаа Altantsetseg	altantsetseg.tulгаа@citi.edu.mn
WP2	Creating a culture and structuring Digital Transformation within HEI	Université Côte d'Azur UCA	Maria Hernandez	maria.hernandez@univ-cotedazur.fr

WP3	Strengthening HEi missions through digital transformation	Technical University of Kosice	Marianna Siničáková	marianna.sinicakova@tuke.sk
WP4	Fostering Digital Soft Skills for staff, students and lifelong learners	Nha Trang University	Duy Luong Dinh	duyld@ntu.edu.vn
WP5	Making HEIs the main actor of digital transformation at local, regional and national level	CITI University	Tulгаа Altantsetseg	altantsetseg.tulгаа@citi.edu.mn
WP6	Dissemination and exploitation	University of Danang	Pham Anh Duc	paduc@ac.udn.vn

All partners are responsible for conducting the duty assigned activities and providing feedbacks to the WP leaders and other management structures about their contribution and project implementation. All partners are compelled to keep proofs and traceability of their work, as well as to fill in the “Work performance reports”, as it will be described later.

For each institution, there will be at least a key contact person (annex 1). The transparency of roles and responsibilities is an essential factor for the successful implementation of the project. That is why this list will be easily found in “Teams” application and all partners engage to have it constantly updated in case of drop-out or changes.

2.2 Quality assurance procedures and mechanisms

In order to facilitate the exchanges among partners and the quality execution of the project activities, the consortium has agreed to develop specific procedures and quality assurance mechanisms as roadmaps and templates which will be available for all partners.

Communication strategy

Proper communication, among partners and with the external stakeholders, is one of the most essential elements for the success of the project implementation and its impact. That’s why the consortium has developed an internal and external communication process from the start of the project that will continue throughout its entire lifetime.

Internal communication

To assure a good and constant communication among partners is the base for having a proper project implementation.

Day-to-day communication at the consortium level will be based on “Microsoft Teams” application. And SharePoint will be used as file storage and organizational tool: It is used for sharing working documents, project management information, working documents of deliverables, and supporting documents. This application gives all the necessary tools to assure proper communication (chat, meetings tool, collaborative documents work, keeping documents...).

CITI and UCA are in charge of coordinating the project teams, tidy up the files and facilitate the communication among partners. The application is ranked by WPs and partners can upload and download documents, communicate quickly via the chat and organize meetings.

All project officers are added in Digital Move teams. Each partner is responsible for updating the contact list if changes occur during the project implementation.

The contact is also available by emails and specific individual reminders will be sent using this tool if needed.

Meetings

Apart from the day-to-day and the informal communication, there will be official meetings:

- 7 consortium meetings, including 4 face-to-face meetings and 3 online.
- At least 2 PMB meetings by year will be organized in accordance to the progress of the tasks and work plan.
- At least 2 QAB meetings per year to assess the quality of the project implementation.

If necessary, the PMB and QAB can organise extra meetings when necessary, for example if important problems/ obstacles are identified, before the reporting periods, or if important deliverables have to be assessed or validated.

Partners are encouraged to communicate constantly and request for individual or group meetings if necessary, even if they are not planned in the project calendar. To facilitate the smooth implementation, WP leaders or coordinator would request for short meetings to specific partners if necessary.

Partners are aware of time difference and accept to have early meetings (for European) and late ones (for Asian partners).

When organising meetings, everything should be formalised using minutes (annex 7). That will help to have records of the discussions and decisions and to prove the realization of these meetings. What it concerns the most important meetings (consortiums ones), the minutes will be more detailed and there will be also video record for the online important meetings.

External communication

The external communication strategy will be developed within the dissemination strategy plan (WP6). External communication requires strategic and targeted measures for communicating about the project and its results to different kind of audiences, including the media and the general public.

In which concerns the quality management part for external communication: partners are required to keep evidence (proofs) of all the external communication, as it will be explained in the following sections.

Within the communication materials as well as other project publication will always contain the “Co-funded by the European Union” logo and the following acknowledgment: “The European Commission's support for the production of this publication does not constitute an endorsement of the contents, which reflect the views only of the authors, and the Commission cannot be held responsible for any use which may be made of the information contained therein”; as established in the GA.

Traceability of project activities

Keeping correct justifications of the work and activities realised is an essential need for assessing the quality of the project implementation, as well as for justifying the activities realisation to the EACEA. Furthermore, the new lump sum system requires a better justification of that. That is why partners must keep and share the proofs of any activity or task realized during the project implementation.

In that sense, the good quality of the activities will depend then on two levels:

- The good implementation considering the workplan and the quality standards mentioned previously;
- The good keeping of all the proofs, so that we can justify the activities have been done by who, when, and how.

To facilitate that, the consortium has agreed a traceability procedure and have defined specific templates. All partners have to fill in the following documents to assure the good implementation and justification of project activities.

- Minutes after any type of meeting with information on the objectives and specific decisions or conclusions. The minutes will be compulsory for the following meetings: consortium, PMB, QAB. However, partners can use these templates for other meetings in order to keep the information safe.
- Minutes after any other kind of meeting or event organise by partners with internal or external stakeholders in the context of project activities (internal work sessions, dissemination events...).

In these minutes, there will be at least the following information: participants, dates, objectives, conclusions.

For the following activities: training and events, communication, and dissemination; the templates have been created considering the EACEA specific reporting tools that have to be filled in the Portal. The annex 6, “Share file for continuous reporting” establish the information that partners have to provide for each of these types of activities.

All these templates are available in “Microsoft Teams”, and partners are committed to fill in the information continuously. CITI and UCA will be in charge of compiling and submitting this information in the Tender Portal. At the same time, all the proofs (attendance lists, photos, reports...) will be saved in the specific WP folders in “Microsoft Teams”. CITI will make sure all the proofs are well kept in Teams after each deliverable, and at the end of each reporting period.

In which concerns the financial issues, the proofs of the spending budget will be also kept by all partners. This concerns the budget used in mobilities (transports, hotel invoices...) and other type of spending.

All these documents have a triple mission:

- To facilitate the monitoring of project implementation and the realization of execution and quality project reports (for WP leaders, QAB, PMB, coordinator...).
- To identify obstacles or problems and be able to solve them and to anticipate solutions.
- To justify to EACEA the project work and activities

Summary of the documents to assure the traceability of the project activities:

Type of activity	Type of document	Partner in charge
Consortium meetings	Agenda & Minutes	CITI
Coordinating meetings	Minutes	CITI/ UCA/ NTU
PMB meetings	Minutes	CITI
QAB meetings	Minutes	UCA
WP meetings	Minutes	WP leader
Other meetings organised by partners to plan/develop project activities	Minutes	All partners
Execution of project (preparation and realization of project activities)	<ul style="list-style-type: none"> - Work performance report (by WP) - Shared file for continuous reporting - Proofs (attendance lists, photos, reports, training content...) - Proofs of the budget spending (invoices...) 	All partners

Day to day monitoring and these traceability documents allows to keep an eye on the project to ensure that project activities and tasks are conducted as planned. It enables identifying actual or potential problems as early as possible in order to facilitate timely adjustments in implementation.

The templates are in the annexes of this plan.

Internal and external reporting

Based on the reporting obligations to the EACEA, the consortium has decided to develop a reporting process along the whole implementation to answer two objectives: to facilitate the external reporting to the EACEA, and to have continuous information from each partner regarding their ongoing work in order to be able to prevent measures if there are any deviations from the planning and the standards. Indeed, this process includes two different reporting: internal and the external (EACEA).

Internal reporting

Different short reports/tools are planned aimed to provide the coordinator, and other structures, a good understanding of the status and progress of the work implemented, as well as to detect any possible delays or deviations in advance to be able to find solutions. All these templates are in the annex of this plan.

Type of report	Which information	Partner in charge
Work performance reports	Contribution of each partner in the WP development. Partners will fill in their own progress implementation (activities realised, activities planned, problems/obstacles, differences from the scheduled work plan, feedbacks, proposed solutions for solve deviations...)	All partners

	There will be a “work performance report” by WP and the calendar will depend on the duration of each WP (calendar below) The focus will be on the identify the differences and deviations and propose improvements or solutions	
WP execution progress reports	Summary of the status of WP implementation Considering the previous reports, as well as the information provided by the control and meetings, the WP leaders will provide a report with the level of work performed, obstacles, deviations and recommendations. The focus will be on alerting about potential deviations or difficulties as well as proposing recommendations and solutions. These reports will be done in different months, considering the different duration of the WP (calendar below)	WP leaders
Deliverable reviewer report	Quality assessment of the deliverables. The QAB reviewers will analyse the deliverables and provide feedbacks about their level of consistency with the quality standards, and their degree of quality accomplishment. If necessary, they will include recommendations/ comments to improve them. The focus will be on degree of quality standards consistency and on alerting if the quality level is not achieved for the EACE requirements	QAB reviewers
Shared file for continuous reporting	Contribution of each partner in project progress Partners will add constantly the information and proofs of their activities in the shared file regarding the deliverables, milestones, critical risks, dissemination activities, communication activities, and events and training activities. This information has to be constantly updated or at least during the internal reporting (each 6 months), and always before the intermediate and final external reporting. CITI and UCA will compile and submit this information in the Portal	All partners CITI & UCA will upload in the Portal
Quality reports	General quality evaluation of the project The QAB will evaluate the general quality of the project implementation, activities and processes. The focus will be on the processes (communication, conflicts, general coordination...) in order to provide recommendations to applicate in the following periods. There will be 3 quality reports along the project cycle (M18, M28 and M36). The QAB leader will develop these reports with other members feedbacks, and the final document will be adopted by the majority of the QAB.	QAB

External reporting to the EACEA

All reporting process to the EACEA is realised in the Funding & Tenders Portal: <https://ec.europa.eu/info/funding-tenders/opportunities/portal/screen/home> . We can differentiate two kind of reporting: a continuous one to inform about the project implementation; and the periodic one consisting on the intermediate and final reporting.

Continuous reporting:

The continuous reporting will be realised during the whole project implementation, aimed to update the information on the project activities and deliverables. The coordinator (CITI) and European coordinator (UCA) will upload the information regarding the following issues at the Portal:

- Deliverables
- Milestones
- Critical risks
- Dissemination activities
- Communication activities
- Events and training activities

For that, CITI and UCA will use the information provided in the above-mentioned reports and common files by the rest of partners. The deliverables will be submitted only after receiving a positive quality report from the QAB and the approval from the PMB.

Periodic reporting:

There are two official reporting periods:

- Reporting period 1: from month 1 to month 18 (intermediate reporting)
- Reporting period 2: from month 18 to month 36 (final reporting)

The participation of ALL partners is required for these reporting. When the time comes, all beneficiaries will receive a notification to log on to the Funding & Tenders Portal to add their contribution. Each partner is requested to complete the following:

- Their contribution to the Technical Part
- Their contribution to the status of each WP.

CITI, apart from completing their own above contributions, will have extra tasks:

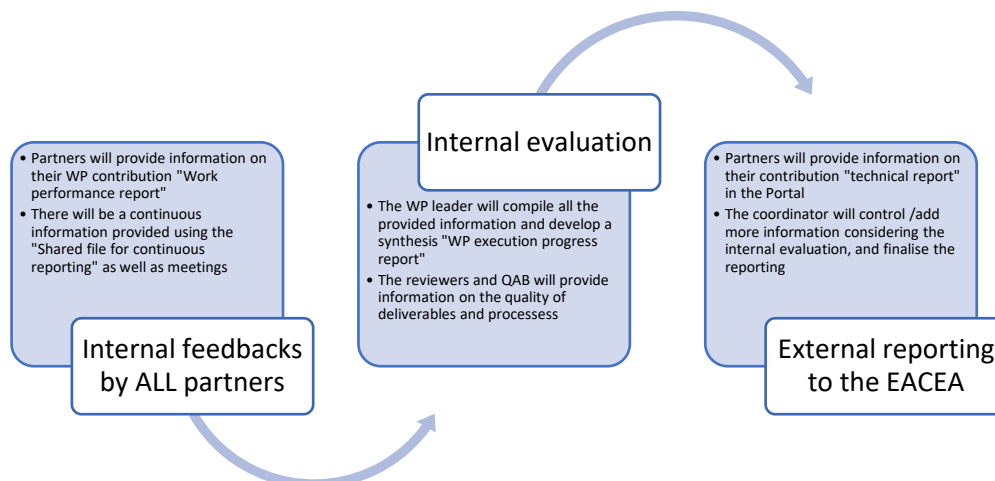
- To check partners' information (and request partners for modifications if needed)
- To complete the status of WPs (to define if there are completed, partially completed or not completed)
- To fill in the Periodic Report
- To assure the rest of information is included (milestones, deliverables, dissemination activities...)
- To sign and send the automatic "Financial Statement"
- To submit the report

In order to assure a proper reporting, all beneficiaries have to appoint a key person with an account in the Funding & Tenders Portal, and with capacity to manage the platform in order to assure the reporting obligations. To do that, this person has to be one of the following kind of users: Participant Contact, Project Financial Signatory, Coordinator Contact, Primary Coordinator Contact or Task Managers.

The submission of these reports on due time leads to the launch of the second pre-financing payment and the final/balance payment (if due) as long as they are approved by the EU. The EU can accept the report and start preparing the interim payment or can request additional information in order to accept the Periodic Report. The Coordinator will be notified via the Participant Notification System. They should read the request letter and upload the document containing the requested information. That is why, all partners are requested to keep traceability of all activities and respect the documentation requests of the coordinator. The EU can also ask for a revision of the Report.

A letter containing the decision regarding the interim payment is sent by the EU. The Coordinator will be notified about the sending of this letter via the Participant Notification System. Following the letter, the interim payment is performed, which completes this reporting process.

Considering the possibility of EACEA audits even after the end of the project lifetime, all partners and CITI will keep all the records for at least 5 years, starting from the date of payment of the balance at the end of the project.



Reporting calendar

Considering the different WP duration, key activities, dates of deliverables, the already delay in some of the activities, as well as the reporting dates to the EACEA, the consortium has decided to develop a calendar of reporting to facilitate all partners know when they have to submit the internal and external reports.

	2023				2024				2025				2026
	01/02/23-31/03/23	01/04/23-30/06/23	01/07/23-30/09/23	01/10/23-31/12/23	01/01/24-31/03/24	01/04/24-30/06/24	01/07/24-30/09/24	01/10/24-31/12/24	01/01/25-31/03/25	01/04/25-30/06/25	01/07/25-30/09/25	01/10/25-31/12/25	01/01/26-31/01/26
	M1-M2	M3-M5	M6-M8	M9-M11	M12-M14	M15-M17	M18-M20	M21-M23	M24-26	M27-29	M30-32	M33-35	M36
WP performance report - WP1			(M8)			(M17)			(M26)			(M35)	
WP execution progress-WP1				(M9)			(M18)			(M27)			(M36)
D1.1 reviewer report			(M8)										
D1.2 reviewer report			(M8)										
WP performance report – WP2			(M8)	(M11)									
WP execution progress-WP2				(M9)	(M12)								
D2.1 reviewer report					(M12)								
D2.2 reviewer report					(M12)								
WP performance report – WP3				(M11)		(M17)		(M21)					
WP execution progress-WP3					X(M12)		(M18)	(M22)					
D3.1 reviewer report								(M22)					
WP performance report – WP4								(M23)		(M29)		(M35)	
WP execution progress-WP4									(M24)		(M30)		(M36)
D4.1 reviewer report												(M35)	
D4.2 reviewer report												(M35)	
D4.3 reviewer report												(M35)	
D4.4 reviewer report												(M35)	
WP performance report – WP5								(M23)		(M29)		(M35)	
WP execution progress-WP5									(M24)		(M30)		(M36)
D5.1 reviewer report												(M35)	
D5.2 reviewer report												(M35)	

WP performance report – WP6			(M8)			(M17)			(M26)			(M35)	
WP execution progress-WP6				(M9)			(M18)			(M27)			(M36)
D6.1 reviewer report			(M8)										
D6.2 reviewer report					(M12)								
Quality report 1							(M18)						
Quality report 2										(M28)			
Quality report 3													(M36)
Intermediate report EACEA							(M18)						
Final report EACEA													(M36)

3- Quality Control

Quality control refers to the process of inspecting, monitoring and reporting any deviation or not conformity of the project requirements, as well as assuring the information of this deviation arrived to the relevant structure and is considered for looking for solutions, in order to correct this deviation. Risk management is then included in the quality control, as it refers to possible project deviations and mitigation measures.

3.1- Risk management approach

The best way to assure a proper project management is to anticipate project risks. During the proposal, the consortium has identified several risks and define some mitigation actions. Nevertheless, even the most well-planned projects are often face to unforeseen risks, that is why the risk management approach has been integrated in all the phases of the quality strategy. The risk management approach refers to different process and tools that allow:

1. to anticipate and to identify early all the risks or negative aspects of the project implementation,
2. to be able to analyze and graded them in terms of impact and probability of occurrence,
3. to react fast to them in a proper way.

In order to anticipate them, or to identify them when they appear, an integral process has been developed. Indeed, the risk management is a transversal approach included in all project processes and managed by all the project target groups. In that way, all partners are engaged to anticipate and alert any problematic or risk but the WP leaders will be the first step to alert from possible deviations as they have a deeper vision of the WP progress. The QAB is the following step of quality control and monitoring as they can provide a better overview of the general risks. Finally, the coordinators and PMB will be the final echelons in the risk management as they will approve the remediations measures when they will concern important changes.

The risks will be monitored constantly and the table of foreseen and unforeseen risks will be updated on a regular basis (annex 6). This is also included in the WP execution progress report and quality reports, with special focus on how the risks can impact negatively to other project activities and deliverables. The already mentioned processes and tools will serve to assure the anticipation, analysis and reaction to the risks.

Once the risk has been identified, it is essential to be able to graded their importance. For that, the consortium agrees to define a clear and simple graduation in three levels with specific remediation strategy that will depend on this scale:

Scale		Mitigation/ Remediation strategy
	Low impact and low probability of occurrence	General control by QAB to try to maintain the risk low.
	Low/high impact and high/low probability of occurrence	General control by the WP leaders and QAB to avoid an aggravation of the impact/ occurrence of the risk. If this happens, deeper control to avoid an aggravation. If this impact a key activity, QAB can modify the grade and applicate the red strategy
	High impact and high probability of occurrence	Deeper and constant monitoring by all the groups with special emphasis by QAB. These risks will be included in all the reports (Work performance, WP execution progress, quality reports). Special focus on avoiding an aggravation of the situation. If this happens, an urgent meeting will be organized to analyze the situation and to modify the mitigation measures already planned

Defining project risks requires a good appreciation of project context and therefore consultations and dialogue with all the groups to ensure that risks are identified and managed. Nevertheless, the identification of risks is not enough if there are not remediation measures that accompany them. These remedies have to concern the activity/WP itself but also the connections/ impacts with the rest of activities and WPs. The remediation measures have to be adapted to the specific risk and the impact groups. All this information will be included in annex 6 and continually updated.

3.2 Quality control by WP leaders

WP leaders are the first step to monitor, control and identify any obstacle in the project implementation. That is why, they are required to pay special attention to any difficulty in the activities, to help partners in their respective WP activities, and to alert of any obstacle that appears during the implementation, specially, when they may have an impact in other key activities or WPs.

The communication among WP leaders, partners, and the coordinator and management structures is essential to assure a proper project execution. WP leaders are required to take the role of leaders of their WP, and they are free to organize meetings, request extra information and to implement any kind of procedure to facilitate their work.

The “WP execution progress report” will be the best opportunity to make a general assessment of the WP implementation. This report (annex 3) aims to identify any problematic and propose improvements for the WP implementation. For doing this task, WP leaders will have to analyze carefully all the “work performance reports” to all partners, but also to have a deep knowledge of the WP requirements and the standards of this quality management plan. The final objective is to provide a general evaluation of the WP execution at three levels, with its respective mitigation and remediation strategy.

Scale	
	The WP is running according to the expected structure, timetable and requirements
	In general, the WP is running according to the expected requirements but there are some minor issues not consistence and have to be controlled. The WP achievement is not risky if these elements are well considered
	The WP has not been implemented according to the expected requirements. Many or important elements have not in compliance with them. The WP achievement risk if immediate mitigation actions are not applicated In case of this evaluation, the WP leader has to inform immediately the coordinator and PMB

These reports will be sent to all partners, as well as to the PMB and QAB, with special urgency in case of red level.

3.3 Quality review process for deliverables

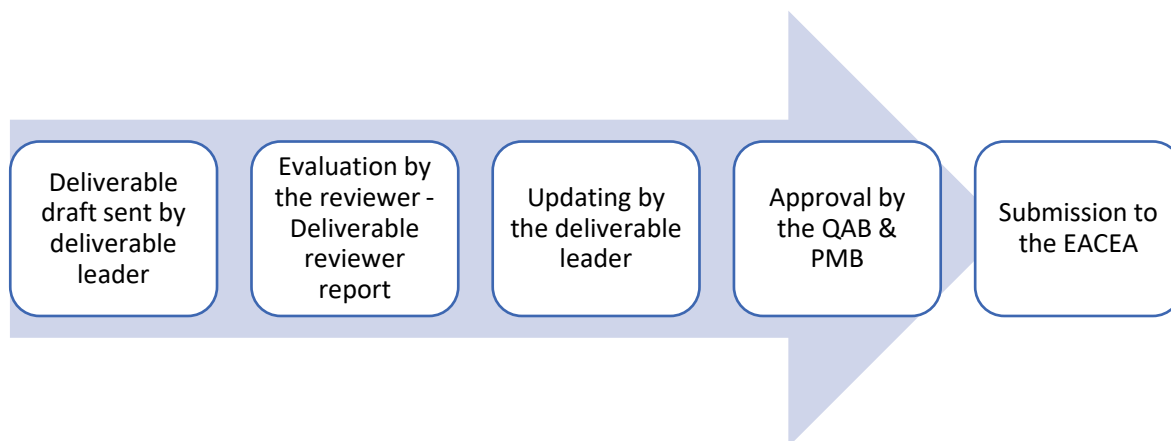
As mentioned before, to ensure the quality of the deliverables, a quality review process has been planned. For each deliverable, a partner (member of the QAB) has been appointed to check and provide feedback before submitting in to the EACEA.

WP	N°	Deliverable name	Leader	Reviewer
WP1	D1.1	Partnership agreement	CITI	UCA- Maria Hernandez
	D1.2	Quality management plan	CITI	TUKE- Frantisek Janke
WP2	D2.1	Strategic digital Transformation Plans	UCA	UD- Vu Hang Truong Cong
	D2.2	Handbook on digital culture in HEI	UCA	UEH- Quyên Phan Bảo
WP3	D3.1	Handbook on how to Create IPC	TUKE	NTU- Thuy Pham Thi Thu
WP4	D4.1	Digital soft skills courses for students & externals	NTU	UCA- Maria Hernandez
	D4.2	Training content for educators on digital education	NTU	TUKE- Frantisek Janke
	D4.3	Open Badges	NTU	QNU- Dat Nguyen Thanh
	D4.4	Pilot project	NTU	SAB, MULS- Gerelmaa Altangerel
WP5	D5.1	Digital Events	CITI	CTU- Ngoc Han Lim
	D5.2	Policy report with a focus on inclusion	CITI	TNU- Nhu Nguyen Thi
WP6	D6.1	Dissemination plan	UD	TUKE- Frantisek Janke
	D6.2	Dissemination material and project website	UD	OMU- Munkhjargal Nyamjav

Once the editors/deliverable leader send the deliverable draft, the appointed reviewer will check the conformity of it with the quality standards and will fill in the “deliverable reviewer report” (annex 4). Considering the different nature of each deliverable, the reviewer will include relevant information to check the consistency and conformity with the level of quality expected. The reviewers will have between 10 to 20 days to provide the review report.

Considering the feedbacks of the reviewer, the editors would make the necessary changes and updates in 10 days. In case of disagreement, the complete QAB will interfere and check. The final version has to have the acceptance of the QAB and be validated by the PMB. Only after this process, the coordinator will submit the deliverable to the Portal.

In case of not acceptance by the EACEA, the editors will make the necessary changes and the process will start, this time with the whole QAB as reviewers and the dates simplified.



3.4 General quality control by the QAB

The Quality Assurance Body will monitor continually the project using different types of evaluation practices and tools, devised to assess on an ongoing basis project relevance, efficiency and impact, to measure progress throughout its life cycle, to determine if the project responds to main target groups' needs, to measure the level of satisfaction of beneficiaries of project activities, and to evaluate unexpected results and control all processes.

QAB will support and enhance the project management, planning, implementation of project activities, and reporting. Apart from the continuous quality monitoring in terms of deliverables reviewers and risk control, the QAB will develop a general quality control of the project implementation by the quality reports.

These reports aim to provide a general evaluation of the project as a whole with a focus on the processes (project management, coordination, implementation, communication...). To develop these reports, QAB will base on the questionnaire's surveys, internal reports, other partners' feedbacks that will allow to analyse the project processes and draw up the conclusions and recommendations. For this general evaluation, a set of indicators have been established (annex 5).

The most important part of these reports are the recommendations and proposals. In consortium meetings, there will be specific time for quality matters where they will discuss the application of these recommendations in the project implementation. The QAB will check this application and request the WP leaders and coordinator for justification if this is not done.

4- Quality improvement

This concept consists on adopting a methodology which search a constant increase of the effectiveness and efficiencies of management processes and tools so that the project could be even more efficient than planned, or have a better impact that scheduled. Indeed, during the planification of the project, and during the definition of the quality strategy, it can be possible that the solutions and requirements are not so efficient or impactful as though. The quality improvement consists on using the information reached by the previous steps to change or adapt parts of the project implementation, or even the quality management on it.

4.1- A positive change-approach

This open-minded approach would help to have a better and efficient implementation of the project and/or better-quality monitoring on it. The changes/updates can affect many aspects: planification; scheduled activities; quality management processes; risk management approach; quality standards... as long as the objectives and obligations of the project are respected. This endless loop not only facilitates continuous improvement for Digital Move, but will foster a continuous improvement for partners in management skills.

This approach combines well with the risk management methodology previously mentioned, as it includes a positive change-approach, where the unforeseen aspects or changes during the implementation are not seen as failures, but a way to improve even more the impact and efficient of the project. The consortium is aware that even the best-planned projects have to face changes and unforeseen events and agrees that the best way to answer them is adopting this continuous changing and improvement approach.

4.2- Integration of quality improvement in the previous phases

The project proposal and the quality strategy has been defined with the aim to be the most successful and impactful. Nevertheless, partners are open to modify if necessary the project activities and processes, as well as the quality tools, reports, or to update the quality standards if we realize there are not efficient enough.

The quality processes and reports will encourage this quality improvement by offering the different structures the opportunity to, not just identify the limitations, but to give the possibility of proposing changes and recommendations. The PMB will be the final structure to analyze and validate the potential changes following the QAB's advice.

Specially, the quality reports provided by QAB will be the best opportunity to check the processes and to update them if necessary. These reports will include, apart from the quality assessment of the project, a section with an analysis of the quality strategy itself (annex 5).

The Quality Improvement will be applied to the previous pillars in the following way:

- Quality management strategy: by modifying/adapting the quality planning, requirements and standards. Examples: during the project implementation, the consortium can realize that the planned calendar or quality requirements are not enough adequate for the reality and this strategy can be adapted to the new circumstances. It is very important to respect the project objectives and final obligations with the EACEA, so a good balance between that and new of adaptation is essential.
- Quality assurance: by modifying/adapting the preventive processes and assurance mechanisms. Examples: if these measures do not prevent properly the deviations, the consortium can improve them
- Quality control: by modifying/adapting the corrective processes and monitor mechanisms. Examples: if the deliverables are often rejected by the EACEA, the consortium can decide to modify the reviewer process or tools; or if the risk management do not work to identify and mitigate the risks.

Conclusions

Digital Move consortium consider the quality of its process and outcomes as an essential part of the project. This QMP shows the different and interrelated quality processes established to assure a high degree of quality, high standards conformity, effectiveness and efficiency.

The main purpose of this QMP is to define the quality procedures that the project team will follow in order to ensure, monitor and control the quality of all processes and deliverables produced during the project lifecycle. To do that, this plan have established different structures, procedures and tools that aims to ensure continuous quality control and monitoring of project's progress, activities and results. In that sense, a shared-responsibilities strategy has been identified:

- Day-to-day monitoring of the project activities, by the self-assessment of each partner (work performance reports/ continuous reporting) and the supervision of WP leader in the execution of project activities and deliverables.
- Quality revision by the Quality Assurance Body at two levels:
 - o Quality assurance of the deliverables after competition
 - o Quality evaluation of the process, activities with the quality reports (3)
- Assessment and validation of deliverables by the Project Management Board, as well as changes approval.
- Supervision of coordinating structures by revision of periodical technical and financial reports of each project partner, with the approval of the PMB.

The consortium has used the indicators and objectives described in the Logical Framework Matrix (LFM) of the proposal, as well as the qualitative and quantitative indicators listed there. During the preparation of this plan, additional indicators have been added. These indicators will be used to measure the rate of success of foreseen results on a regular basis. Indicators are described from a qualitative and quantitative point of view from the perspectives of the overall implementation of the project and particular project objectives.

All partners engage to follow this quality process and committee to reach the highest quality level in their activities.

Annexes

1. Project managers contacts
2. Work performance report template
3. WP execution progress report template
4. Deliverable reviewer report template
5. Quality report of QAB template
6. Shared excel file for continuous reporting
7. Minutes template for meetings
8. Questionnaire of satisfaction template

Annex 1- Project manager contacts

Partner		Country	Gender	Name	Surname (family name)	Email
P1	CITI University	Mongolia	Mrs	Altantsetseg	Tulgaa	altantsetseg.tulgaa@citi.edu.mn
			Mrs	Nyamsuren	Buriad	nyamsuren.buriad@citi.edu.mn
P2	Université Côte d'Azur UCA	France	Mrs	Maria	Hernandez	maria.hernandez@univ-cotedazur.fr
			Mrs	Dalenda	Larifi	dalenda.larifi@univ-cotedazur.fr
P3	Technical University of Kosice	Slovakia	Mr	Frantisek	Janke	frantisek.janke@tuke.sk
			Mrs	Marianna	Sinicakova	marianna.sinicakova@tuke.sk
P4	Mongolian University of Life Sciences	Mongolia	Mrs	Daginnas	Batsukh	daginnas@sab.edu.mn
			Mrs	Mend-Amgalan	Puntsagnamjil	mendee.p@sab.edu.mn
P5	The University of Danang	Vietnam	Mr	Anh Duc	Pham	paduc@ac.udn.vn
			Mrs	Long Ngoc	Ho	hlngoc@ac.udn.vn
			Mrs	Cong Vu Hang	Truong	tcvhang@ac.udn.vn
P6	Nha Trang University	Vietnam	Mr	Trung Thang	Khong	thangkt@ntu.edu.vn
			Mr	Dinh Duy	Luong	duyld@ntu.edu.vn
P7	Hanoi university of science and technology	Vietnam	Mr	Hoang Hai	Tran	hai.tranhoang@hust.edu.vn
			Mrs	Vu Huong Tra	Tran	tra.tranvuhuong@hust.edu.vn
P8	Can Tho University	Vietnam	Mr	Van Lam	Le	lvlam@ctu.edu.vn
			Mrs	Nhut Khang	Lam	lnkhang@ctu.edu.vn
P9	Quy Nhon University	Vietnam	Mr	Tien Trung	Nguyen	nguyenvanthang@qnu.edu.vn
			Mr	Thanh Dat	Nguyen	ntdat@qnu.edu.vn
			Mr	Van Thang	Nguyen	nguyenvanthang@qnu.edu.vn
P10	Tay Nguyen University	Vietnam	Ms.	Chi	Tong	ttlchi@ttn.edu.vn
			Mr	Sy	Nguyen	ndsy@ttn.edu.vn
P11	University of economics Ho Chi Minh City	Vietnam	Mr	Duc Hoang Vu	Vo	vu.vo@ueh.edu.vn
			Mrs	Thi Ngoc Lien	Nguyen	lien.nguyen@ueh.edu.vn
P12	Otoch Manramba University	Mongolia	Mrs	Munkhjargal	Nyamjav	munkhver2@gmail.com
			Mrs	Erdenejargal	Natsagdorj	eejgii1995@gmail.com
P13	Erdenet Institute of technology	Mongolia	Mr	Zayabaatar	Dagvatur	zayabaatar@erdenetis.edu.mn
			Mrs	Ariumaa	Byambasuren	ariumaa@erdenetis.edu.mn

Annex 2- Work performance report template

Bridging Digital Divide in Mongolia and Vietnam through HEI's Digital Transformation (DIGITAL MOVE)

<p>Work Package Performance Report</p> <p>WP Name</p> <p>Name of partner institution</p>

Work Package performance information	
WP number	
WP name	
WP leader	
Period covered by the report	
Date of report submission	
Author	

<p>Indicators of achievement and/or performance for this WP, as indicated in the project proposal and quality management plan</p>	
--	--

Activities carried out during the covered period:

Task	Task title	Implemented? Yes/No/ Partially	Specific activities realized	Specific and measurable indicators of achievement	Problems faced and changes (if any)	Comments

General issues

General self-assessment on the status of WP performance			
Changes from the original plan (justification)			
Risks identified and measures of mitigation established	Risks	Mitigation /remediation actions	
Delays	Justification	Measures to mitigate them:	Does this delay affect other activities and/or WPs? Which ones?
Budget utilization / reallocation / problems in budget and expenses			
General comments/ recommendations to improve the WP execution			
Questions/ difficulties in the WP implementation for next steps			
List the proofs of the above-mentioned activities kept in "Teams"? (reports, attendance lists, minutes...)			
List the proofs of the budget spent in the mentioned activities in "Teams"			
Additional comments to WP leader			

Instructions for partners:

This template has been developed to provide the maximum of information on your progress performance of the WP activities.

To fill in this template properly, partners are requested to mention the activities realized (including for the tasks in progress), the changes and problems face to implement these activities, and the proposals to improve the WP performance, as well as the mitigation and remediation actions proposals.

Please, provide the maximum of elements and information to have a clear overview of the WP performance.

This report has to be sent to WP leader at the established time in the quality management plan.

Annex 3- WP execution progress report template

Bridging Digital Divide in Mongolia and Vietnam through HEI's Digital Transformation (DIGITAL MOVE)

Work Package Execution Progress Report

WP Name

Work Package progress information	
WP number	
WP name	
WP leader	
Execution report (ER) n°	
Period covered by the ER	
Date of ER submission	
Author of ER	

Indicators of achievement and/or performance for this WP, as indicated in the project proposal and quality management plan	
---	--

Activities carried out during the ER covered period:

Task	Task title	Implemented? Yes/No/ Partially	Specific activities realized (what & by whom)	Specific and measurable indicators of achievement	Problems faced and changes (if any)	Comments

Specific information by partners

Partner	Task title	Description of the activity realized	Specific and measurable indicators of achievement	Problems faced and changes (if any)	Proofs already kept in Teams	Comments
P1						
P2						
P3						

Deliverables realized during the ER covered period

Deliverable n°	Deliverable title	Description of deliverable	Due date	Real date	Status	Comments

General issues

General comments on the status of WP execution			
Changes from the original plan (justification)			
Delays	Justification of the delay:	Measures to mitigate the delay:	Does this delay affect other activities and/or WPs?
Comments / recommendations on the budget utilization			
Compliance with the quality standards (quantitative and qualitative indicators established in the QMP)			
Activities/ deadlines to be done for the following period			
Comments/ recommendations for specific partners			
General comments/ recommendations			

Risks identification & mitigation actions

Considering the risk management approach established in the QMP, list and grade the risks, and establish the mitigation and remediation strategy developed:

Risks identified		Mitigation/ Remediation strategy
Low impact and low probability of occurrence		
Low/high impact and high/low probability of occurrence		
High impact and high probability of occurrence		

Final evaluation

Considering the above items, please evaluate the status of the WP execution progress

Scale		Mitigation/ Remediation strategy
	The WP is running according to the expected structure, timetable and requirements	Not remediation actions to consider
	In general, the WP is running according to the expected requirements but there are some minor issues not consistence and have to be controlled. The WP achievement is not risky if these elements are well considered	New actions to handle the situation:
	The WP has not been implemented according to the expected requirements. Many or important elements have not in compliance with them. The WP achievement risk if immediate mitigation actions are not applicated In case of this evaluation, the WP leader has to inform immediatly the coordinator and PMB	New actions to handle the situation: Actions to avoid similar issues in the future:

Quality improvement

Potential proposal changes on the quality monitoring:

Instructions for the WP leader:

This template has been developed to provide the maximum of information on the progress execution of the WP activities. To fill in this template, all the partners have to send WP leader the "WP performance report".

To provide a proper summary, it is necessary to read carefully the project proposal (WP information, indicators, expected objectives...), as well as the quality management plan. Your task consists on comparing these indicators with the activities realized by partners and the real outcomes of the WP, and assess its compliancy.

In case of doubts or not enough information by one partner, you are requested to contact the specific partner for further explanations.

This task is an essential one to identify problems, anticipate solutions and have an overview of the WP progress.

Please, comment all the above elements and provide as much as information and recommendations to improve the WP execution.

In case of red evaluation, immediate communication has to be realized to the coordinator and PMB with the proposal of mitigation and remediation plans.

This report has to be sent to all partners. In case of not compliance activities for one specific partner, the WP leader is requested to have meeting to this partner to solve this problem.

Annex 4- Deliverable reviewer report template

Bridging Digital Divide in Mongolia and Vietnam through HEI's Digital Transformation (DIGITAL MOVE)

REVIEWER REPORT FOR DELIVERABLE D. Name

Revision deliverable information	
Deliverable number	
Deliverable name	
Abstract	
Due date	
Real delivery date	
Work package	
Lead Partner for deliverable	
Reviewer institution	
Reviewer contact	
Date of revision	

Answer				Comments	Type*
		1. Is the deliverable in accordance with			
The proposal (description of the action)?	YES	NO	Partially		
The Quality standards and procedures established in the quality management plan?	YES	NO	Partially		
		2. Does the deliverable include			
A clear structure?	YES	NO	Partially		
Appropriate parts as established in the proposal?	YES	NO	Partially		
If changes, the final outcomes are similar? they have been justified?	YES	NO	Partially		
		3. Are the quality standards achieved in which concerns			
The expected objectives?	YES	NO	Partially		
The expected impact?	YES	NO	Partially		
Good consistency with implementation process?	YES	NO	Partially		

The exploitable potential for sustainability?	YES	NO	Partially		
EU visibility?	YES	NO	Partially		
4. Is the quality of the deliverable such					
That it needs further editing (formal aspects)?	YES	NO	Partially		
That the content needs to be improved?	YES	NO	Partially		
That can be sent to the EACEA?	YES	NO	Partially		

***Type of comment**

M- Major issue
m- minor issue
A- advice

General revision comments:

Final decision on the deliverable revision

Deliverable can be sent to PMB for validation without any modification	
Deliverable needs to improve the mentioned aspects and then it can be sent to PMB	
Deliverable needs many improvements and a new revision after that	

Instructions for the reviewer:

This template has been developed considering the general quality standards that any deliverable has to include to be considered accepted. Nevertheless, the different nature of the deliverable: report, training, event, service... makes necessary to pay attention to different elements.

To provide a proper revision, it is necessary to read carefully the project proposal (deliverable information, indicators, expected objectives...), as well as the quality management plan. Your task consists on comparing these indicators with the deliverable and assess its compliancy.

In case of doubts, you are requested to contact the deliverable editor and leader for further explanations.

This task is the previous one to the validation by the PMB and submission to the EACEA. A proper evaluation is essential to assure the validation of the deliverable by the EACEA.

Please, comment all the above elements, when the options "no" and "partially" has been chose, an extra description is required. You are invited to provide as much as information and recommendations to improve the quality of the deliverable before the submission.

If you consider the deliverable has not the enough quality to be submitted, please provide recommendations on how to improve it.

Annex 5- Quality report of QAB template

Bridging Digital Divide in Mongolia and Vietnam through HEI's Digital Transformation (DIGITAL MOVE)

QUALITY REPORT

Report information	
Project title	Bridging Digital Divide in Mongolia and Vietnam through HEI's Digital Transformation
Project acronym	DIGITAL MOVE
Project reference number	101082527
Project duration	01/02/2023-31/01/2026
WP & Activity	WP1- Task 1.3- Quality management of the project
Quality report n°	
Period covered by the quality report	
Structure	Quality Assurance Body
Author	

Introduction

This document presents the quality analysis and assessment of the Digital Move project. Within the framework of the WP1, task 1.3 "Quality management of the project", and as established in the Quality Management Plan, three quality reports will be developed during the project duration by the Quality Assurance Body (QAB), chaired by UCA.

These quality reports aim to state the quality of implementation of the project, to evaluate the achievement of project objectives, and to identify any obstacle or lack of compliance in order to be able to anticipate solutions.

Evaluation methodology

The QAB has conducted the quality assessment considering the following items, methods and indicators:

- Project proposal
- Quality Management Plan
- WP execution progress reports realized by WP leaders
- Satisfaction surveys by partners and participants
- Quality reviewers' reports
- Final deliverables and project's outputs: documents, reports, training materials...
- General evaluation surveys filled in by partners

- Feedbacks and discussions with partners and coordinator

Quality report structure

- Project processes
 - o General management and coordination
 - o Communication
 - o Dissemination
 - o Quality monitoring
- Project activities
- Deliverables
- Project impacts
- Conclusions & recommendations
- Steps/ actions for the next period

Project processes

General management and coordination

Communication

Dissemination

Quality monitoring

Project activities

	Activities	Indicators of achievement and/or performance	Evaluation assessment			Evaluation comments
			Good implementation / performance	Neutral	Bad implementation performance /	
WP1	T1.1					

Deliverables

	Deliverables	Indicators of achievement and/or performance	Evaluation assessment			Evaluation comments
			Good performance	Neutral	Bad performance	
WP1	D1.1					

Project impacts

Digital Move aims to have an impact on several stakeholders and at 3 levels: institutional, individual and systemic. In this part, an evaluation has been done to analyze if the activities have been achieved these impacts:

	The impact has been achieved / the quantitative and qualitative indicators have been accomplished
	The impact has been achieved partially / some of the quantitative and qualitative indicators have been accomplished
	The impact has not been achieved / most of the quantitative and qualitative indicators have not been accomplished
	Not relevant for this quality report

At institutional level: Mongolian and Vietnamese HEIs

Expected impacts	Quantitative indicators	Qualitative indicators	Evaluation				Evaluation comments
Structural and organizational reforms at HEI level	<ul style="list-style-type: none"> - 11 Digital Transformation Strategy Plans developed - 11 Action plans developed 	<ul style="list-style-type: none"> - Strategy on DT developed - Working groups created and trained - Improvement and modernization on HEI structures 					
Governance's and staff's performance and capacities on DT improved	<ul style="list-style-type: none"> - 33 leaders and managers trained on DT - 55 leaders and managers trained on digital culture - 2 handbooks on digital culture developed - 55 facilitators trained on how to implement and facilitate DT 	<ul style="list-style-type: none"> - Governance's capacities improved: on DT at HE (digital self-assessment and how to create a digital transformation plan at HEIs); on how to create and share a culture of DT at HEIs - Staff's capacities improved on how to facilitate DT and digital culture - Experience in the working groups - High level of satisfaction 					
Better and more efficient digital educational services and processes	<ul style="list-style-type: none"> - 11 Innovative Pedagogical centers (IPC) created/ enhanced - 2 handbooks on how to develop innovative pedagogical services developed - 11 LMS created/ improved - 33 technical staff trained on hybridizing courses and using LMS - Around 130 staff (academic and not 	<ul style="list-style-type: none"> - Technical staff's capacities improved in digitalisation and LMS - Transferable expertise and guide to develop other services and process - Promotion on DT in four HEI missions 					

	academic) staff trained on DT in different HEI processes					
Better and more innovative education programs/ courses	<ul style="list-style-type: none"> - 10 courses on digital soft skills for students created - 5 micro-challenges sessions for students created - 10 courses on digital teaching for academic created - 5 micro challenges sessions for educators created - 66 courses hybridized (18 ETCS) 	<ul style="list-style-type: none"> - Soft skills catalogs using innovative teaching and learning - Experience in developing innovative teaching methods and pathways (with transfer capacity) - Experience on student self-centered activities - Experience in digitalization courses (transferability) 				
Better exchanges and cooperation with business sector and general ecosystem	<ul style="list-style-type: none"> - 4 training programs developed - 120 externals (staff and leaders of companies) trained - 2 Communities of practices on DT created 	<ul style="list-style-type: none"> - Networks with business sectors created / enhanced - Combined work experience (universities-business sector) developed 				

At individual level: students, staff and externals							
Expected impacts	Quantitative indicators	Qualitative indicators	Evaluation				Evaluation comments
Digital soft skills improved for students and external lifelong learners	<ul style="list-style-type: none"> - At least 2200 participants in digital soft skills training - At least 1100 participants in micro-challenges sessions - 10 courses developed - 5 micro-challenges sessions developed 	<ul style="list-style-type: none"> - Capacities and digital soft skills improved - Knowledge in DT increased - Experience in working in combined groups with staff and business sectors acquired - Better recognition of competences acquired through Open Badges - Better employability opportunities enhanced - Positive trainee's satisfaction level 					-
Digital soft skills & digital teaching improved for academic staff	<ul style="list-style-type: none"> - At least 33 staff participated in innovative content creation - At least 1100 staff trained on digital education - At least 550 staff participants in micro challenges sessions 	<ul style="list-style-type: none"> - Experience in developing innovative teaching methods and pathways - Skills on how to teach digital soft skills to students acquired - Better recognition of competences acquired through Open Badges 					-

	<ul style="list-style-type: none"> - 10 courses developed - 5 micro-challenges sessions developed 	<ul style="list-style-type: none"> - Positive trainee's satisfaction level 				
Acquisition of new competences and knowledge on DT in education and teaching	<ul style="list-style-type: none"> - 54 academic staff trained - 3 workshops realised 	<ul style="list-style-type: none"> - Capacities and knowledge improved on digital teaching - Positive trainee's satisfaction level 				
Acquisition of new competences and knowledge on DT in research	<ul style="list-style-type: none"> - 25 academic staff trained - 1 workshop realised 	<ul style="list-style-type: none"> - Capacities and knowledge improved on digital research - Positive trainee's satisfaction level 				-
Acquisition of new competences and knowledge on DT in internationalization	<ul style="list-style-type: none"> - 25 academic and administrative staff trained - 1 workshop realised 	<ul style="list-style-type: none"> - Capacities and knowledge improved on digital internationalisation - Positive trainee's satisfaction level 				-
Acquisition of new competences and knowledge on DT in socialization and employability	<ul style="list-style-type: none"> - 25 academic and administrative staff trained - 1 workshop realised 	<ul style="list-style-type: none"> - Capacities and knowledge improved on digital socialisation and employability - Positive trainee's satisfaction level 				-
Development of competences on digitalization for technical staff	<ul style="list-style-type: none"> - 33 technical staff trained on hybridizing courses and using LMS - 2 handbooks on how to develop innovative pedagogical services developed - 66 courses hybridized with academic staff 	<ul style="list-style-type: none"> - Capacities and knowledge improved on hybridizing courses and using LMS - Experience in creating/ enhancing the IPC centres - Practical experience with academic staff in hybridizing courses - Positive trainee's satisfaction level 				-
Digital literacy and DT awareness of external increased, including business sector	<ul style="list-style-type: none"> - At least 120 externals (business sector) trained and involved in project activities - 4 executive programs on DT developed 	<ul style="list-style-type: none"> - Capacities and knowledge on DT improved - Experience in working in combined groups with universities - Better employment and growth opportunities - Positive trainee's satisfaction level 				-
Digital literacy and DT awareness of people with fewer	<ul style="list-style-type: none"> - At least 100 participants in project activities considered people with fewer opportunities 	<ul style="list-style-type: none"> - Capacities and digital soft skills improved - Knowledge in DT increased - Experience in working in combined groups 				-

opportunities increased		<ul style="list-style-type: none"> with staff and business sectors - Better employability opportunities enhanced - Positive trainee's satisfaction level 					
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At systemic level: local, regional and national context							
Expected impacts	Quantitative indicators	Qualitative indicators	Evaluation				Evaluation comments
Better collaboration and synergy universities-business sector	<ul style="list-style-type: none"> - Around 120 participants in project activities from business sector - 4 executive programs on DT organised by universities for companies 	<ul style="list-style-type: none"> - Networks with business sectors created / enhanced - Combined work experience (universities-business sector) developed - Employment opportunities for students enhanced - Productivity and growth opportunities for companies enhanced 					-
Better skills, qualifications and knowledge of population on DT	<ul style="list-style-type: none"> - Total students, lifelong learners, university's staff and the business sector trained - 2 Communities of Practices created - 2 Digital Events organized for stakeholders 	<ul style="list-style-type: none"> - Employment opportunities for students enhanced - Productivity and growth opportunities for companies enhanced - Improvement of local, regional and national growth - Better recognition of competences acquired through Open Badges - Digital awareness increased 					-
Digital divide reduced	<ul style="list-style-type: none"> - At least 100 students/staff/other involved in project activities are considered people with fewer opportunities - 2 policy reports with a focus on inclusion 	<ul style="list-style-type: none"> - Better skills on DT and employment opportunities for people with fewer opportunities (suffering from social and economic barriers; suffering from discrimination because of gender, age, ethnicity, culture, religion, beliefs, sexual orientation; or facing geographical barriers) - Awareness on digital divide increased 					-

Conclusions & recommendations

General evaluation considering the above information

Steps/ actions for the next period

Quality improvement

Analysis and potential changes in the quality strategy, assurance and control


Comments:


This template can be modified if necessary issues have not been considered in order to improve the report.

This report will be sent to all partners and discussed in consortium meetings.

The actions established for the following period will be controlled by the QAB

Annex 6- Shared file for continuous reporting

 CRITICAL IMPLEMENTATION RISKS AND MITIGATION ACTIONS					
Instructions: In this report, each partner has to give information on critical risks occurred during the project implementation 2 types: *Foreseen risks (already identified in the proposal): to inform if these risks really materialised and which actions were considered to avoid/mitigate them. *Unforeseen risks: not identified risks that appeared during the project implementation and which mitigation measures were applied					
Period 1 (M1-18)					
FORESEEN RISKS					
Risk n°	Did you apply risk mitigation measures? Yes/No	Did you risk materialise? Yes/No	Comments (if the risk mitigation measures couldn't be applied, explain why)	Description	Risk mitigation measures
1					
2					
3					
4					
5					
6					
7					
8					
9					
10					
11					
UNFORESEEN RISKS					
	Description risk	risk mitigation measures	WP concerned		

	DISSEMINATION ACTIVITIES
---	---------------------------------

Instructions: In this report, each partner has to give information on dissemination activities carried out in the context of the project. Include dissemination activities mentioned in the proposal and new ones.

Institution (partner)	Dissemination activity name	What? Type of activity Check ONLY one option*	Who? Target audience reached Check ALL the relevant options**	Description of the objectives With reference to a specific project output (WP/Task or deliverable) (max 200 characters)	N° audience reached	Date	Other comments	Link to the proof (attendance lists, minutes, photos...) All communication activity has to be supported for a proof

- *Type of activity
 - Conferences
 - Education and training
 - Meetings
 - Clustering activities
 - Collaboration with EU-funded institutions
 - Other scientific cooperation
 - Other
- **Target audience reached
 - Research communities
 - Industry, business partners
 - Innovators
 - Investors
 - International organisation (UN body, OECD)
 - EU Institutions
 - National authorities
 - Regional authorities
 - Local authorities
 - Civil society
 - Citizens
 - Specific end user communities
 - Other

	COMMUNICATION ACTIVITIES
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Instructions: In this report, each partner has to give information on communication activities carried out in the context of the project. Use the same labels used in your DEC plan. Communication on projects is a strategically planned process that starts at the outset of the action and continues throughout its entire lifetime, aimed at promoting the action and its results. It requires strategic and targeted measures for communicating about (i) the action and (ii) its results to a multitude of audiences, including the media and the public and possibly engaging in a two-way exchange.

Institution (partner)	Communication activity name Short label	Description	Who? Target audience Check ONLY one option*- if the communication activity has different audience, to write several times	How? Communication channel Check ONLY one option**- if the same communication activity has been communicated in different	Outcome It would be a specific Key performance indicator	Date	N° of audience	Other comments	Link to the proof (attendance lists, minutes, photos...) All communication activity has to be supported for a proof

- *Target audience
 - Citizens
 - Civil society
 - EU Institutions
 - Industry, business partners
 - Innovators
 - International organisation
 - Investors
 - National authorities
 - Regional authorities
 - Local authorities
 - Research communities
 - Specific end user communities
- **Communication channel
 - Event (conference, meeting, workshop, internet debate, round table, group discussion)
 - Exhibition
 - Interview
 - Media article
 - Newsletter
 - Other
 - Press release
 - Print materials (brochure, leaflet, posters, stickers, banners...)
 - Social media
 - TV/Radio campaign
 - Video
 - Website

EVENTS AND TRAINING ACTIVITIES

Instructions: In this report, each partner has to give information on events and training organised in their universities in the context of the project (study visits, workshops, events...)

Partner Institution	Description of the event or training						Attendees			Other	
	Name of act	Type	Area	City	Country	Duration (d	Male	Female	Non-binary	Comments	(attendance lists, training report, photos...) All event/training have to be supported for a proof

All the fields are text free (not options given)

DELIVERABLES

Instructions: CITI and UCA will update this table (as well as those of the Portal) as soon as one deliverable is validated by the PMB.

Work package	Deliverable	Name	Leader	Reviewer	Due time	Deliverable date	Reviewer feedback date	Status	Final date delivery	Comments if delay, to explain the reasons in	Deliverable document (link)	Description
WP1	D1.1	Partnership agreement	CITI		M6			Pending				Contracts among the coordinator and each beneficiary partner. The information included in this agreement covers, among other, the grant agreement detail, proje
	D1.2	Quality management plan	CITI		M2			Delayed				1 quality management plan describing the quality assurance and monitoring process that will be put in place for the project Activities and deliverables quality ev
WP2	D2.1	Strategic digital Transformation P	UCA		M8			Pending				The Strategic Digital Transformation Plans will be developed to establish the specific schema & strategy for the Digital Transformation in each HEI. This deliverab
	D2.2	Handbook on digital culture in HEI	UCA		M8			Pending				Handbook on digital culture in HEI developed by Mongolian and Vietnamese partners taking into account the specificity of each Higher education system, territor
WP3	D3.1	Handbook on how to Create IPC	TUKE		M18			Pending				Handbook on how to create or enhance Innovative pedagogical services developed by Mongolian and Vietnamese partners taking into acco
WP4	D4.1	Digital soft skills courses for stud	NTU		M36			Pending				Digital soft skills course using innovative learning pathways. The content will be open to wider society and inclusive. Number of micro-learning modules created
	D4.2	Training content for educators on digital	NTU		M36			Pending				Training modules for educators on digital education. Number of micro-learning modules created for academic staffs: 10. Number of participant/module/HEI: 10 (in te
	D4.3	Open Badges	NTU		M36			Pending				Digital soft skills passports via open badges. Number of "Digital skills passport" created for students, non-academic staff and lifelong learners: 1 (this passport o
WP5	D4.4	Pilot project	NTU		M36			Pending				This pilot project will give useful indicators on the Digital Transformation (as number of courses, number of teachers engaged, results of this hybridation, the su
	D5.1	Digital Events	CITI		M24/M36			Pending				Those events aims to promote Digital Transformation at national level, but with international approach 2 events in Mongolia 2 events in Vietnam
WP6	D5.2	Policy report with a focus on inclu	CITI		M36			Pending				2 Policy reports: one for Mongolia, one for Vietnam. Policy report on Digital transformation in HE including a section on how to assure the inclusivity of the Digital
	D6.1	Dissemination plan	UD		M3			Delayed				Dissemination plan with the strategy and implementation of the project dissemination including information about the targets, tools and channels.
WP6	D6.2	Dissemination material and proje	UD		M3			Delayed				All the dissemination materials defined in the dissemination plan, including at least the project logo, flyer, fact sheet and infographics; as well as the project

	MILESTONES
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Instructions: CITI and UCA will update this table (as well as those of the Portal) as soon as one milestone is delivery and all the verification means are compiled.

Work package	Milestone	Name	Leader	Due time	Status	Delivery date	Achieved (platform)	Link to the proof (means of verification)	Means of verification
WP1	M1	KoM organized	CITI	M2	Delayed		No		Agenda; list of participants, minutes
	M2	Second consortium meeting organized	CITI	M12	Pending		No		Agenda; list of participants, minutes
	M3	Third consortium meeting organized	CITI	M24	Pending		No		Agenda; list of participants, minutes
	M4	Final consortium meeting organized	CITI	M36	Pending		No		Agenda; list of participants, minutes
	M5	Project mid-term report delivered	CITI	M18	Pending		No		Mid-term report
	M6	Final project report delivered	CITI	M36	Pending		No		Final report
WP2	M7	2 digital working groups created	UCA	M6	Delayed		No		List of participants, mission statement and specifications
	M8	Digital maturity assessed	UCA	M6	Delayed		No		Reports on self-assessment in each HEIS, workshops resources, surveys
	M9	Digital strategy and action plans approved	UCA	M8	Pending		No		Digital strategies and plans
WP3	M10	Workshops on DT in each university organized	TUKE	M12	Pending		No		List of participants, resources
	M11	LMS available	TUKE	M18	Pending		No		LMS disponible in each partner university
	M12	Training content for IPC created	TUKE	M14	Pending		No		Resources (training content) available
	M21	IPC created or enhanced	TUKE	M16	Pending		No		IPC requirements, list of staff and material
	M22	IPC staff trained	TUKE	M18	Pending		No		List of participants, training reports
WP4	M13	First version of digital soft skills content developed	NTU	M28	Pending		No		Resources (training content) available
	M14	Open badges created	NTU	M30	Pending		No		Open badges available for distribution
	M15	Open badges delivered	NTU	M36	Pending		No		Open badges distributed to participants
WP5	M16	First version of pilot project developed	NTU	M30	Pending		No		Resources (courses hybridized) are available in LMS
	M17	2 community of Practices created	CITI	M22	Pending		No		List of participants with requirements
	M18	Executive programs for SME delivered	CITI	M30	Pending		No		List of participants, resources, reports
	M19	First Digital event organized	CITI	M24	Pending		No		List of participants, presentations, reports, photos
WP6	M20	Second Digital Event organised	CITI	M34	Pending		No		List of participants, presentations, reports, photos
	M23	Project website launched	UD	M3	Delayed		No		Website available
	M24	Final dissemination event organized	UD	M36	Pending		No		List of participants, photos, reports

Annex 7- Minutes template for meetings

MINUTES

Subject	
Attendees	
P1 CITI University	
P2 Université Côte d'Azur UCA	
P3 Technical University of Kosice	
P4 School of Agroecology and Business, Mongolian University of Life Sciences	
P5 University of Danang	
P6 Nha Trang University	
P7 Hanoi university of science and technology	
P8 Can Tho University	
P9 Quy Nhon University	
P10 Tay Nguyen University	
P11 University of economics Ho Chi Minh City	
P12 Otoch Manrab University	
P13 Erdenet Institute of technology	
Localization	
Date and Time	

- First thematic/topic...

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- Second thematic/topic...

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- Third thematic/topic...

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ETC

- Conclusions

Annex 8- Questionnaire of satisfaction template

1. Did the meeting cover all the relevant topics related to Digital Move project?
2. Were the presentations and discussions engaging and informative?
3. How would you rate the quality of the speaker's presentations? (Please rate on scale of 1 to 5, with 1 being poor and 5 being excellent)
4. Did the meeting meet your expectations in terms of content and objectives?
5. How would you rate the overall organization of the meeting? (Please rate on scale of 1 to 5, with 1 being poor and 5 being excellent)
6. How would you rate the meeting agenda and structure? (Please rate on scale of 1 to 5, with 1 being poor and 5 being excellent)
7. Did the meeting allow for sufficient interaction and collaboration among participants?
8. Were the language and communication barriers effectively addressed during the meeting?
9. Were there any specific topics or Work packages that you felt were not adequately covered during the meeting? If yes, which one?
10. Do you know the following steps and activities expected from your institution to do?
11. Were there any technical issues or challenges that hindered your participation or understanding of the meeting? Please describe it.
12. Were transportation services sufficient? (Please rate on scale of 1 to 5, with 1 being poor and 5 being excellent)
13. How do you rate the team-building activities?
14. How would you rate the accommodation facilities? (Please rate on scale of 1 to 5, with 1 being poor and 5 being excellent)
15. Please add your comments, suggestions or feedback regarding the meeting.

(Questionnaire to adapt to each kind of meeting, event considering the type of event and participants...)