

ERASMUS+ PROGRAMME

CAPACITY BUILDING IN THE FIELD OF HIGHER EDUCATION

STRAND 1

STRIVE PROJECT

**Strengthening Internationalization of
Vietnamese Emerging Universities**

3rd QUALITY CONTROL REPORT

Deliverable D1.4

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INTRODUCTION

The present report, covering the **months 19-27 of project implementation** (July 15, 2025 – April 14, 2026) evaluates, according to the set of indicators detailed in the project logical framework matrix and based on the **three dimensions of quality assurance – relevance, effectiveness, timing**, the achievement of project outputs in relation to each work package.

All the milestones and deliverables are analysed and evaluated based on three dimensions:

- relevance: is the output coherent with the planned content?
- effectiveness: is the output contributing to the achievement of the project general and specific objectives?
- timing: is the output in line with the planned timeline?

The report also includes an **assessment of the resources** allocated to the completion of each work package in terms of staff person/months and budget, as well as the monitoring of supporting documents needed for demonstrating the proper implementation of the action.

The quality assessment also includes the **four verification levels for milestones and deliverables**:

- **output approval** by responsible WP leader;
- **internal review** of outputs provided by project partners not involved in deliverable authoring;
- **quality evaluation** of outputs by the quality committee;
- **final acknowledgment** of outputs by each project partner.

The report is **based on the feedback received by the Working Group** on project implementation and on the concerns shared by meetings' attendees, highlighting the eventual shortcomings arisen and suggesting corrective measures to be applied.

Following the requirements set in the quality plan, the project quality committee has drafted the quality control report, which has been then validated by the members of the steering committee in order to approve the corrective measures suggested and the specific contents.

PROJECT GANTT - MONTHS 19-27

Timetable for the period July 15, 2025 to April 14, 2026 according to **deliverables and milestones achieved**.

M19 mid July – mid Aug 2025	M20 mid Aug – mid Sep 2025	M21 mid Sep – mid Oct 2025	M22 mid Oct – mid Nov 2025	M23 mid Nov – mid Dec 2025	M24 mid Dec 2025 – mid Jan 2026	M25 mid Jan – mid Feb 2026	M26 mid Feb – mid Mar 2026	M27 mid Mar – mid Apr 2026
			WP4 D4.1 Workshop report on capitalization from Vietnamese and EU partners involvement in mobility preparation		WP6 D6.1 Info sheet on international section of Vietnamese universities' websites			WP1 D1.4 Release of 3 rd Quality control report WP4 D4.2 Guidelines for fostering EU- Vietnam mobility experiences
					WP4 MS5 Storytelling seminar by Vietnamese staff and students on EU mobility experiences	WP6 MS7 Agreement on monitoring tool		

Timetable for the period July 15, 2025 to April 14, 2026 according to **implemented activities**.

PROJECT ACTIVITIES Implementation period: Months 10-18	Months 19-21 mid Jul - mid Oct 2025	Months 22-24 mid Oct 2025 - mid Jan 2026	Months 25-27 mid Jan - mid Apr 2026
Task 1.1.1 - Exchanges with partners on partnership agreement clauses and continuous management			
Task 1.4.1 - Gathering of feedbacks from partners on project implementation and eventual shortcomings			
Task 1.4.2 - Collection of supporting documents			
Task 3.4.1 - Brainstorming on implementation plan, monitoring measures, sustainability and impact			
Task 3.4.2 - Collection of information on staff, mobilities, subcontracting and equipment			
Task 3.4.3 - Preparation of LFM			
Task 3.4.4 – Draft of application form part B			
Task 3.4.5 – Fulfillment of detailed budget table			
Task 4.2.1 - Identification of storytellers			
Task 4.2.2 - Preparation of storytelling seminar logistics			
Task 4.2.3 - Draft of storytelling seminar evaluation form			
Task 4.2.4 - Distribution of storytelling seminar evaluation form			
Task 4.3.1 - Systematization of workshop and storytelling seminar evaluation forms			
Task 5.2.3 – Continuous updating on project website			
Task 5.3.1 - Preparation of awareness seminars contents			
Task 5.3.2 – Preparation of seminars logistics			
Task 5.3.3 - Draft of seminars evaluation forms			



Task 5.3.4 - Awareness raising seminars on Erasmus+ opportunities organization			
Task 5.3.5 - Distribution of seminars evaluation forms			
Task 6.1.1 – Preparation of info sheets on international dimension			
Task 6.2.1 – Identification of key indicators			
Task 6.2.2 - Exploration of possible tool solutions			
Task 6.2.3 - Validation of best fitting monitoring tool on internationalization progress			
Task 6.3.1 - Definition of the mission, allocated staff and activities of the internationalization virtual centre			
Task 6.3.2 - Preparation of the contents of the agreement on internationalization virtual centre			
Task 6.3.3 - Preparation of the IT infrastructure for hosting the internationalization virtual centre			

PROJECT ACHIEVEMENTS ACCORDING TO LFM AND SHORTCOMING ENCOUNTERED

Milestones & deliverables achieved are summarized in the table below, **according to performance indicators, means and levels of verification and shortcoming encountered.**

The quality assessment also includes the **four verification levels for milestones and deliverables** (column means/levels of verification):

- output approval by responsible WP leader;
- internal review of outputs provided by project partners not involved in deliverable authoring;
- quality evaluation of outputs by the quality committee;
- final acknowledgment of outputs by each project partner.

MILESTONES DELIVERABLES	PLANNED PERFORMANCE INDICATORS	ACHIEVED PERFORMANCE INDICATORS	MEANS/LEVELS OF VERIFICATION	SHORTCOMINGS
WP1 D1.4 Quality control report released	3 rd quality control report released at month 27	Achieved	<i>Means:</i> Email record with monitoring reports attached sent to partners and uploaded on project website. <i>Verification levels:</i> AL sent to the WG the project implementation questionnaire on March, 2026 with the scope of collecting feedback to be included in the quality control report. AL wrote the first draft of the quality control report taking into account the feedback received and sent the document to QC for revision and validation. The document was finally approved by the project SC.	none
WP4 D4.1 Workshop report on capitalization from Vietnamese and EU partners involvement in mobility preparation	1 report released at month 21	Achieved	<i>Means:</i> Workshop attendance lists and evaluation forms fulfilled; Email record with workshop report attached sent to partners and uploaded on project website <i>Levels of verification:</i> Presentations developed by project partner trainers and collected by the coordinator AL. Report draft developed by WP Leader UNITUS, validation by AL and consortium QC. Final acknowledgment by all project partners.	none
WP6 D6.1 Info sheet on international section of Vietnamese universities' websites	Info sheet on international section of Vietnamese partner universities prepared at month 24	Achieved	<i>Means:</i> Email record with info sheet attached sent to partners and uploaded on project website and on internationalization virtual centre. <i>Levels of verification:</i> Contents proposal of the info sheet developed by WP Leader HANU in collaboration with coordinator AL. Review by Working Group and validation by HANU/AL. Final acknowledge by all project partners.	none
WP4 MS5	1 seminar organized at month 24	Achieved	<i>Means:</i> Evaluation forms, meeting minutes, attendance list, PPT presentations uploaded on project website	none

Storytelling seminar by Vietnamese staff and students on EU mobility experiences			<i>Level of verification:</i> At the occasion of MS3 seminar in Hanoi, the storytellers were identified by HANU as WP Leader. A draft agenda was developed by HANU in collaboration with coordinator AL and sent to WG at the beginning of December 2025. Final acknowledge by all project partners (mid-December 2025).	
WP4 D4.2 Guidelines for fostering EU-Vietnam mobility experiences	1 guidelines released at month 27	Achieved	<i>Means:</i> Email record with guidelines attached sent to partners and uploaded on project website <i>Levels of verification:</i> The experienced illustrated by the storytellers at the occasion of MS3 seminar, together with the results of the brainstorming session with students and staff on possible improvements of the Vietnam-EU mobility experiences, were analysed by WP Leader HANU. The lessons learned on mobility preparation presented at the occasion of the WP4.1 workshop were summarized by HANU as WP Leader. These inputs served as basis for the development of the first draft of the guidelines by HANU as WP Leader. Review by the WG and final acknowledgment by all project partners.	none
WP6 MS7 Agreement on monitoring tool	1 agreement on monitoring tool reached at month 24	Achieved	<i>Means:</i> Email record with agreement on monitoring tool by Vietnamese HEI governances attached shared among partners. <i>Levels of verification.</i> At the occasion of MS5 seminar in Hanoi, the indicators tracking progress in the international cooperation activities, identifying areas that need enhancement and optimizing resource allocation were presented, together with the tool for embedding the dashboard on the internationalization virtual center website (Google Locker Studio). A discussion took place for reviewing the indicators. Final validation and acknowledge by all project partners (mid-January 2026).	none

QUALITY ASSURANCE ASSESSMENT OF MILESTONES & DELIVERABLES

The table below evaluates the **milestones and deliverables achieved according to three dimensions of quality assurance:**

- relevance: is the output coherent with the planned content?
- effectiveness: is the output contributing to the achievement of the project general and specific objectives?
- timing: is the output in line with the planned timeline?

MILESTONES & DELIVERABLES	RELEVANCE	EFFECTIVENESS	TIMING
WP1 D1.4 Quality control report released	Yes. The output is coherent with WP1 “Project coordination and quality control” goal of monitoring activities throughout the project lifetime, collecting beneficiaries’ feedbacks on project progress, highlighting the level of achievement of deliverables and their consistency with the project timetable, as well as the recommendations	The output contributes to the specific objective of strengthening Vietnamese university staff (in particular the appointed quality committee members) capabilities on projects monitoring.	Due time



	for overcoming eventual shortcomings, also as regards the budgetary expenses, in line with LogFrame Matrix.		
WP4 D4.1 Workshop report on capitalization from Vietnamese and EU partners involvement in mobility preparation	Yes. The output is coherent with the planned contents of collecting the presentations illustrated at the occasion of the workshop held in the framework of WP4 “Capacity building capitalizing on staff and students experiences in mobility”.	The output meets the specific objective of strengthening the links between Vietnamese and EU universities in favour of staff and students mobility, by providing Vietnamese staff with relevant information and successful experiences in mobility project preparation, share of responsibilities in the application process, prerequisites for inbound and outbound mobility, implementation plan, expected impact, challenges and solutions.	In advance with respect of project Gantt
WP6 D6.1 Info sheet on international section of Vietnamese universities’ websites	Yes. The output is coherent with the planned contents of describing in practical and comprehensive way the key information on the international dimension of the Vietnamese partner universities.	The output meets the specific objective of sustaining the engagement of Vietnamese universities’ governance in the internationalization of their institutions, by providing them with a comprehensive kit of information on their international dimension and activities, together with practical resources at the disposal of interested users for inbound and outbound mobility.	Due time
WP4 MS5 Storytelling seminar by Vietnamese staff and students on EU mobility experiences	Yes. The output is coherent with the planned contents of allowing Vietnamese staff and students having benefitted from outbound mobility towards EU countries through KA1 projects to share their experiences, highlighting the impact in terms of personal and professional growth.	The output meets the specific objective of strengthening the links between Vietnamese and EU universities in favour of the improvement of staff and students mobility.	Due time
WP4 D4.2 Guidelines for fostering EU-Vietnam mobility experiences	Yes. The output is coherent with the planned contents of coupling the successful experience of HANU and EU partners in mobility projects presented at the occasion of the WP4.1 workshop with the needs expressed by workshop and storytelling seminar attendees in order to draft a guidelines document for fostering Vietnam-EU mobility of staff and students.	The output meets the specific objective of strengthening the links between Vietnamese and EU universities in favour of the improvement of staff and students mobility.	In advance with respect of project Gantt
WP6 MS7 Agreement on monitoring tool	Yes. The output is coherent with the project sustainability goal of providing the beneficiaries with a useful and updated tool for tracking progress in the international cooperation activities, identifying areas that need enhancement and optimizing resource allocation.	The output meets the specific objective of increase global visibility and impact of the internationalization strategy of the beneficiary higher education institutions.	In advance with respect of project Gantt

WORKING GROUP FEEDBACK ON PROJECT IMPLEMENTATION

The project coordinator AL sent to the Working Group, on March 2026, a “**Project Implementation Questionnaire**” aimed at collecting feedback on project implementation for the period 15 July 2025 – 14 April 2026, highlighting the eventual shortcoming arisen and suggesting corrective measures to be applied. By beginning of April, 2026 all partners replied to the questionnaire.

The questionnaire (in Annex to the present document) is divided into three parts: “*Assessment of project milestones and deliverables*”, “*Assessment of project information flow and dissemination*” and “*Assessment of risk management*”.

In the first section, “*Assessment of project milestones and deliverables*”, partners have been asked if they have experienced any difficulties in contributing to the achievement of the envisaged deliverables and milestones (D4.1; D4.2; D6.1; MS5; MS7) and eventually what corrective measures they have applied. HANU, PXU, APAG (former NAPA), UNITUS and UEVORA specified that they have not encountered any difficulty in the achievement of the outputs envisaged. QUI specified that they have encountered some obstacles in achieving D6.1 – Info sheet on international section, notably because of their condition of emerging university in the international field and lack of information, but they successfully overcame them thanks to the support of the project partners, HANU above all.

The second section, “*Assessment of project information flow and dissemination*”, focuses on the communication mechanisms and the information distribution, asking the partners if they considered the applied mechanisms and modalities of communication with the project coordinator and the Vietnamese national coordinator effective and if the sharing of project documentation has happened in a time-bound manner. All the respondents agreed on the effectiveness of the communication modalities implemented and on the timeliness of the project documentation shared. Therefore, there has been no need to implement corrective measures in these aspects.

Partners have been also asked to share their dissemination activities. In addition to those detailed in the dissemination plan, other dissemination activities have been carried out:

- Awareness raising seminar on Erasmus+ opportunities, Hanoi, January 2026

[News on Hoa Binh University's website](#)

- Success storytelling seminar on Erasmus+ mobility, Hanoi, January 2026

[News on AL's website](#)

[News on HANU's website](#)

[News on PXU's website](#)

[News on QUI's website](#)

[News on QUI's Facebook page](#)

[News on APAG's website](#)

- Awareness raising seminar on Erasmus+ opportunities, Hue, July 2025

[News on PXU's website](#)

[News on UEVORA website](#)

[Project info on UNITUS website](#)

Furthermore, HANU indicated that they attended several meetings organized by the MOET International Cooperation Department and by the EU Delegation in Vietnam, promoting the activities implemented in the framework of STRIVE and the results achieved, notably the Erasmus+ week in November 2025. Also, they carried on on-site dissemination activities at Vietnamese HEIs premises in particular for promoting the Erasmus+ programme and for disseminating STRIVE sustainability main outcome that is the creation of the Internationalization Virtual Centre for the future joining of Vietnamese HEIs.

The third questionnaire section, “*Assessment of risk management*”, considers the following aspects: change in the governance of the university occurred since the start of the STRIVE project affecting implementation at local level; the staff turnover; the workflow of the staff involved; the commitment of the university staff to take part to the trainings/workshops; the decreasing interest of stakeholders in planned dissemination activities, the low willingness of Vietnamese universities to share the indicators of performance in internationalization, the willingness of stakeholders to join the internationalization virtual center in Vietnam.

For each of the aforementioned aspects, partners have been asked which corrective measure they have been applied, as by project proposal list, and eventually the additional ones that they have introduced.

NAPA has undergone a major change about their governance, changed its official name into Academy of Public Administration and Governance – APAG – and became an affiliated entity under Ho Chi Minh Academy of Politics, pursuing Decision No. 214-QĐ/TW dated December 28, 2024 of the Central Committee of the Communist Party of Vietnam, therefore APAG applied for a new PIC, with the attribution by the validation center of the European Commission positively concluded on March 2026. To minimize risks, APAG regularly reports to their President, also a member of the Steering Committee. No reappointments or personnel changes occurred.

As for future project sustainability, it was stressed that the share of the information on the envisaged structure, costs and resources contribution of the internationalization virtual center by the members in advance, as well as the involvement of the governance since the very beginning has been a good strategy for the centre creation. Also, partners’ governance boards have been involved in project staff appointment and have acknowledged project objectives and activities at the stage of project proposal. Trainings have been scheduled in the best academic year moments (for example not in conjunction with session of exams of public holidays). The project staff have been informed about project goals and activities in phase of project proposal draft and took part to it on a voluntary base in line with personal motivations and interest.

All the other partners indicated that no shortcomings occurred, therefore no mitigation measures have been applied.

Through the comments provided, project partners have indicated that the corrective measures suggested by project proposal were appropriate. Feedback received from STRIVE Working Group has highlighted a smooth project implementation until now with no major difficulties encountered both in the achievement of project deliverables and milestones and in the communication modalities, or in the sharing of project documentation and in participation to meeting events/workshops.

QUALITY ASSURANCE ASSESSMENT OF PROJECT MEETINGS

The table below summarizes the **project meetings held** according to **three dimensions of quality assurance** (relevance, effectiveness, timing) as described in the previous paragraph.

MEETING N.	TITLE	LOCATION & HOSTING PARTNER	TIMING	RELEVANCE	EFFECTIVENESS
1	Success story telling seminar WP4	Hanoi, Vietnam, HANU	Due time January 5-6, 2026	Yes. It was coherent to the planned content of allowing Vietnamese staff and students having benefited from outbound mobility towards EU countries through KA1 projects to share their experiences, highlighting the impact in terms of personal and professional growth, thus encouraging their peers to get involved in KA1 mobility projects.	83 overall participants attended the two-days meeting in hybrid mode (in presence and remotely). 20 representatives of 14 newcomer universities attended the seminar held the first day: Vietnam National University of Agriculture, Phenikaa School of Economics and Business, University of Arts and Design, University of Economics and Industrial Engineering, Academy of Finance, Hanoi University of Industry, Hoa Binh University, Vinh University of Technology and Education, Dong Nai University of Technology, Ha Long University, Thai Nguyen University, Hanoi University of Culture, Thuyloi University, Ho Chi Minh University of Technology. Furthermore, 24 students from HANU attended the seminar.

PROJECT RESOURCES USED ACCORDING TO WORK PACKAGES

The table here below summarizes the **total resources available**, **those used since the start of the project till month 27 of project implementation** and **those remaining until the end of the project** in terms of staff person/months per partner according to work package, considering the project total costs (Grant + cofinancing). Each month includes the total efforts of the four staff categories: manager, researcher/trainer, technician, administrative.

TABLE 1: Total resources available, resources used until month 27, remaining resources (staff person/months)

PARTNER	WP1			WP2			WP3			WP4			WP5			WP6			TOTAL		
HANU	3	3	0	2	2	0	2	1	1	1	1	0	3	1	2	4	1,3	2,7	15	9,3	5,7
PXU	2	2	0	2	2	0	2	1	1	2	2	0	2	0,6	1,3	5	1,6	3,4	15	9,2	5,8
QUI	3	3	0	2	2	0	2	1	1	2	2	0	1	0,3	0,7	5	1,6	3,4	15	9,9	5,1
APAG	2	2	0	1	1	0	2	1	1	2	2	0	4	1,3	2,7	4	1,3	2,7	15	8,6	6,4
UEVORA	2	2	0	1	1	0	1	0,5	0,5	1	1	0	1	0,3	0,7	1	0,3	0,7	7	5,1	1,9
UNITUS	1	1	0	1	1	0	1	0,5	0,5	1	1	0	1	0,3	0,7	2	0,6	1,4	7	4,4	2,6
AL	3	3	0	2	2	0	2	1	1	1	1	0	2	0,6	1,4	3	1	2	13	8,6	4,4
TOTAL	16	16	0	11	11	0	12	6	6	10	10	0	14	4,4	9,6	24	7,7	16,3	87	55,1	31,9

The criterion applied to the computation of person/months used per each Work Package during the months 1-27 is the following: the number of total person/months (all staff categories included) foreseen per each WP multiplied by the ratio between the number of achieved deliverables¹ and the number of total deliverables planned.

In the light of the above-explained criterion, it is worth noticing that even though all WPs activities have started, if no deliverables have been achieved during the months 1-27 of project implementation, no used resources are computed.

For the months 1-27 of project implementation, the ratio is the following: 5/5 of achieved deliverables for WP1; 1/1 for WP2; 1/2 for WP3; 2/2 for WP4; 1/3 for WP5; 1/3 for WP6.

Such ratio might vary according to partner effort.

¹ Milestones have not be taken into account in the computation of project resource used. 1 milestone occurred in the period covered by the present report (MS5. Storytelling seminar by Vietnamese staff and students on EU mobility experiences).

The following table summarizes the **repartition of project total costs per partner** for the whole project period according to work package based on the project total costs (Grant + cofinancing).

The project total costs include: **personnel costs, travel costs, subcontracting costs and indirect costs.**

TABLE 2: Project total costs (Grant covering 90% of project total costs + cofinancing covering 10% of project total costs)

PARTNER	WP1	WP2	WP3	WP4	WP5	WP6	TOTAL
HANU	13.799 €	12.784 €	13.091 €	11.989 €	4.979 €	8.816 €	65.458 €
PXU	9.144 €	10.571 €	10.690 €	10.571 €	1.916 €	11.203 €	54.095 €
QUI	9.762 €	10.376 €	10.256 €	9.948 €	841 €	9.694 €	50.877 €
APAG	11.382 €	10.025 €	11.919 €	9.685 €	6.044 €	10.291 €	59.346 €
UEVORA	13.735 €	11.828 €	11.828 €	8.122 €	2.310 €	13.369 €	61.192 €
UNITUS	5.440 €	9.951 €	9.951 €	10.293 €	4.139 €	15.973 €	55.747 €
AL	16.635 €	16.196 €	19.309 €	12.095 €	7.477 €	25.966 €	97.678 €
TOTAL	79.897 €	81.731 €	87.044 €	72.703 €	27.706 €	95.312 €	444.393 €

The following tables summarize **the repartition of budget resources used per partner** for the implementation period months 1-27, according to work package based, which will facilitate the partners' internal monitoring of grant expenditure needed in order to complete the different work packages.

The monitoring of budget resources used covers **personnel costs, travel/accommodation/subsistence costs, subcontracting costs.**

Budget resources used

TABLE 3: Direct Personnel Costs for months 1-27

The direct personnel costs (Grant + cofinancing, net of indirect costs) values reported in the table here below are calculated by applying the criterion for the computation of the person/months used for the achievement of deliverables.

For the period 1-27 of project implementation: % of direct personnel costs used (5/5 of achieved deliverables for WP1; 1/1 for WP2; 1/2 for WP3; 2/2 for WP4; 1/3 for WP5; 1/3 for WP6) + travel/accommodation/subsistence costs + subcontracting costs.

PARTNER	WP1 Project coordination and quality control	WP2 Overview on Erasmus+ Programme	WP3 Capacity- building on project	WP4 Capacity building capitalizing on staff and	WP5 Dissemination	WP6 Sustainability	TOTAL
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			design and management	students experiences in mobility			
HANU	4.896 € used	2.148 € used	1.074 € used	1.005 € used	1.051 € used	2.013 € used	12.187 € used
	0 € left	0 € left	1.074 € left	0 € left	2.102 € left	4.026 € left	7.202 € left
PXU	2.546 € used	1.791 € used	895 € used	1.791 € used	597 € used	2.100 € used	9.720 € used
	0 € left	0 € left	896 € left	0 € left	1.194 € left	4.200 € left	6.290 € left
QUI	3.123 € used	1.497 € used	748 € used	1.497 € used	262 € used	1.820 € used	8.947 € used
	0 € left	0 € left	749 € left	0 € left	524 € left	3.640 € left	4.913 € left
APAG	4.637 € used	1.569 € used	1.525 € used	3.051 € used	1.883 € used	2.472 € used	15.137 € used
	0 € left	0 € left	1.526 € left	0 € left	3.766 € left	4.946 € left	10.238 € left
UEVORA	11.046 € used	5.214 € used	2.607 € used	2.159 € used	720 € used	1.738 € used	23.484 € used
	0 € left	0 € left	2.607 € left	0 € left	1.439 € left	3.476 € left	7.522 € left
UNITUS	3.780 € used	3.868 € used	1.934 € used	3.780 € used	1.289 € used	2.549 € used	17.200 € used
	0 € left	0 € left	1.934 € left	0 € left	2.579 € left	5.099 € left	9.612 € left
AL	13.347 € used	6.988 € used	4.949 € used	3.888 € used	2.329 € used	4.449 € used	35.950 € used
	0 € left	0 € left	4.949 € left	0 € left	4.659 € left	8.898 € left	18.506 € left
TOTAL	43.375 € used	23.075 € used	13.732 € used	17.171 € used	8.131 € used	17.141 € used	122.625 € used
	0 € left	0 € left	13.735 € left	0 € left	16.263 € left	34.285 € left	64.283 € left

TABLE 4: Direct Travel/Accommodation/Subsistence Costs for months 1-27

The direct travel/accommodation/subsistence costs values reported in the table here below are computed as Grant + cofinancing, net of indirect costs.

PARTNER	WP1 Project coordination and quality control	WP2 Overview on Erasmus+ Programme	WP3 Capacity- building on project design and management	WP4 Capacity building capitalizing on staff and students experiences in mobility	WP5 Dissemination	WP6 Sustainability	TOTAL
HANU	8.000 € used	9.800 € used	10.087 € used	8.000 € used	-	-	35.887 € used
	0 € left	0 € left	0 € left	0 € left	-	-	0 € left
PXU	6.000 € used	8.088 € used	6.000 € used	8.088 € used	-	0 € used	28.176 € used
	0 € left	0 € left	0 € left	0 € left	-	4.170 € left	4.170 € left
QUI	6.000 € used	6.000 € used	8.088 € used	7.800 € used	-	0 € used	27.888 € used
	0 € left	0 € left	0 € left	0 € left	-	3.600 € left	3.600 € left
APAG	6.000 € used	7.800 € used	8.088 € used	6.000 € used	-	-	27.888 € used
	0 € left	0 € left	0 € left	0 € left	-	-	0 € left



UEVORA	1.790 € used	3.640 € used	3.640 € used	5.432 € used	-	0 € used	14.502 € used
	0 € left	0 € left	0 € left	0 € left	-	7.280 € left	7.280 € left
UNITUS	1.304 € used	5.432 € used	5.432 € used	3.640 € used	-	0 € used	15.808 € used
	0 € left	0 € left	0 € left	0 € left	-	7.280 € left	7.280 € left
AL	-	8.148 € used	8.148 € used	7416 € used	-	0 € used	23.712 € used
	-	0 € left	0 € left	0 € left	-	10.920 € left	10.920 € left
TOTAL	29.094 € used	48.908 € used	49.483 € used	46.376 € used	-	0 € used	173.861 € used
	0 € left	0 € left	0 € left	0 € left	-	33.250 € left	33.250 € left

TABLE 5: Direct Subcontracting Costs for months 1-27

The direct subcontracting costs values reported in the table here below are computed as Grant + cofinancing, net of indirect costs.

PARTNER	WP1 Project coordination and quality control	WP2 Overview on Erasmus+ Programme	WP3 Capacity- building on project design and management	WP4 Capacity building capitalizing on staff and students experiences in mobility	WP5 Dissemination	WP6 Sustainability	TOTAL
HANU	-	-	-	2.200 € used	0 € used	0 € used	2.200 € used
	-	-	-	0 € left	1.500 € left	2.200 € left	3.700 € left
PXU	-	-	2.200 € used	-	-	-	2.200 € used
	-	-	0 € left	-	-	-	0 € left
QUI	-	2.200 € used	-	-	-	-	2.200 € used
	-	0 € left	-	-	-	-	0 € left
APAG	-	-	-	-	-	0 € used	0 € used
	-	-	-	-	-	2.200 € left	2.200 € left
UEVORA	-	2.200 € used	2.200 € used	-	-	-	4.400 € used
	-	0 € left	0 € left	-	-	-	0 € left
UNITUS	-	-	-	2.200 € used	-	-	2.200 € used
	-	-	-	0 € left	-	-	0 € left
AL	2.200 € used	-	-	-	-	-	2.200 € used
	0 € left	-	-	-	-	-	0 € left
TOTAL	2.200 € used	4.400 € used	4.400 € used	4.400 € used	0 € used	0 € used	15.400 € used
	0 € left	0 € left	0 € left	0 € left	1.500 € left	4.400 € left	5.900 € left

TABLE 6: Direct Total Costs for months 1-27:

Personnel costs+Travel/Accommodation/Subsistence costs+Subcontracting costs (Grant + cofinancing, net of indirect costs)

PARTNER	TOTAL COSTS USED	TOTAL COSTS LEFT
HANU	50.274 €	10.902 €
PXU	40.096 €	10.460 €
QUI	39.035 €	8.513 €
APAG	43.025 €	12.438 €
UEVORA	42.386 €	14.802 €
UNITUS	35.208 €	16.892 €
AL	61.862 €	29.426 €
TOTAL	311.886 €	103.433 €

MONITORING OF SUPPORTING DOCUMENTS

As by Partnership Agreements (Article 5 - Record Keeping), the beneficiaries have properly kept records and provided the coordinator with the **supporting documents** to prove the **proper implementation of the action**, in accordance with the means of verification defined in the project logical framework matrix, namely:

- o **Staff appointment letter** signed by the legal representative of beneficiaries: the project staff has been subject to some changes with respect to the initial project proposal, in some cases it has been enlarged with newly appointed staff and when some staff has been replaced, the requirement to keep the proper competences in the team has been respected.
- o **Employment contract** with the belonging organization.
- o **Evaluation forms, meeting minutes, presentations and signed attendance lists of trainings and project events**: the documentation is available at project website in private area (<https://strive-project.eu/>)
- o **Flight tickets** (flight reservations) and boarding passes: provided to the coordinator for the Success story telling seminar (WP4, HANU, January 5-6, 2026).
- o **Contracts, CV of the service provider** (natural person only), **invoices and proofs of payment related to approved subcontracting**: subcontracting for simultaneous translation Vietnamese-English at Success story telling seminar (WP4, HANU, January 5-6, 2026).

MAIN FINDINGS

The quality control activities carried out in the third project period (months 19-27) have revealed that the project has been run smoothly, with different activities carried out in advance with respect of the planned timetable. Quality requirements for milestones, deliverables and meetings, as per the three dimensions foreseen in the project quality assurance – relevance, effectiveness, timing, have been met.

The assessment of the resources allocated to the completion of each work package in terms of staff person/months and budget, as well as the monitoring of supporting documents needed for demonstrating the proper implementation of the action have made clear how the resources available have been properly used for the completion of the planned activities.

The feedback received by the Working Group on project implementation and on the concerns shared by meetings' attendees have shown that no major difficulties have been encountered in carrying out project tasks with no need to implement corrective measures, with two exceptions:

- NAPA that experienced a major change in its governance, becoming Academy of Public Administration and Governance (APAG) and applied for a new PIC.
- The project staff has been subject to some changes with respect to the initial project proposal; in some cases, it has been enlarged with newly appointed staff and when some staff has been replaced, the requirement to keep the proper competences in the team has been respected.

The collaboration among the project staff, within and across the management bodies created (Steering Committee, Quality Committee, Working Group) has been taken up with enthusiasm by each member. The participation of the staff to meetings has been higher than expected, not only in terms of numbers but also in terms of contribution to the achievement of meeting goals, both for experienced and less experienced partners.

The following main positive externalities have emerged:

- Involvement of Vietnamese universities not in STRIVE Consortium in dissemination activities:
 - At the occasion of the WP4 Success storytelling seminar held at HANU's premises in January 2026, 20 representatives of 14 newcomer universities benefited from the experiences shared by Vietnamese staff and students who already took part in KA1 mobility projects: Vietnam National University of Agriculture, Phenikaa School of Economics and Business, University of Arts and Design, University of Economics and Industrial Engineering, Academy of Finance, Hanoi University of Industry, Hoa Binh University, Vinh University of Technology and Education, Dong Nai University of Technology, Ha Long University, Thai Nguyen University, Hanoi University of Culture, Thuyloi University, Ho Chi Minh University of Technology.
- Higher number of workshop attendees than expected

- WP4 Success story telling seminar held at HANU's premises in January 2026: 81 actual seminar attendees (57 staff and 24 students) vs 22 expected attendees
- Promote networking for cooperation among Vietnam HEIs and between Vietnam and EU at benefit of internationalization in HE: at the occasion of the story telling seminar at HANU, different universities not in STRIVE consortium attended the meeting and expressed their intention to join the STRIVE Internationalization Virtual Center.
- Representatives from VN labour market, local experts and professors in sustainable tourism and civil society representatives are actively contributing to develop D3.2. CBHE Project on Sustainable Tourism (for example replying to preliminary questionnaires for collecting information on the state of art, policy context and needs; taking part to online meetings for sharing ideas on prospective project aspects as work packages structure, involvement of local communities, impact and sustainability).
 - Build-up of new cooperation mobility arrangements for students and staff mobility within KA1 projects
- At the occasion of MS5 “*Storytelling seminar by Vietnamese staff and students on EU mobility experiences*” held at HANU on January 2026, UNITUS and QUI expressed the interest to discuss future opportunities for improving mobility of students and staff from the belonging universities.



ANNEX I - QUALITY CONTROL QUESTIONNAIRE

Deliverable D1.4 – 3rd PROJECT QUALITY CONTROL REPORT

PROJECT IMPLEMENTATION QUESTIONNAIRE

The present questionnaire is aimed at **collecting feedbacks from the Working Group on project implementation for the period 15 July 2025 – 14 April 2026**, highlighting the eventual **shortcoming** arisen and suggesting **corrective measures** to be applied.

Successively, the feedback from the Working Group will be included in the 3rd quality control report to be drafted by the project Quality Committee.

Finally, the 3rd quality control report will be validated by the members of the project Steering Committee.

1. ASSESSMENT OF PROJECT MILESTONES & DELIVERABLES

Q1. Deliverable D4.1 Workshop report on capitalization from Vietnamese and EU partners involvement in mobility preparation

Have you experienced any difficulties in contributing to the achievement of the deliverable?

NO

YES

If yes, what corrective measures have you applied?

Q2. Deliverable D6.1 Info sheet on international section of Vietnamese universities' websites

Have you experienced any difficulties in contributing to the achievement of the deliverable?

NO

YES

If yes, what corrective measures have you applied?

Q3. Milestone MS5 Storytelling seminar by Vietnamese staff and students on EU mobility experiences

Have you experienced any difficulties in contributing to the achievement of the milestone?

NO

YES

If yes, what corrective measures have you applied?

Q4. Deliverable D4.2 Guidelines for fostering EU-Vietnam mobility experiences

Have you experienced any difficulties in contributing to the achievement of the deliverable?

NO

YES

If yes, what corrective measures have you applied?

Q5. Milestone MS7 Agreement on monitoring tool

Have you experienced any difficulties in contributing to the achievement of the milestone?

NO

YES

If yes, what corrective measures have you applied?

2. ASSESSMENT OF PROJECT INFORMATION FLOW & DISSEMINATION

Q6. Communication mechanisms

Do you consider that the mechanisms and modalities of communication with the project coordinator and the Vietnamese national coordinator applied so far are effective?

YES

NO

If not, what corrective measures do you suggest applying?

Q7. Information distribution

Do you consider that the sharing of project documentation (presentations and minutes at the occasion of project events; workshop/training assessment questionnaires ex ante and ex post) happen in a time-bound manner?

YES

NO

If not, what corrective measures do you suggest?

Q8. Dissemination of project activities at local/national level

Please detail below the disseminated activities (i.e. events, news) carried out until now and provide us with the links when available.

3. ASSESSMENT OF RISK MANAGEMENT

Please consider the risk-mitigation measures as by project proposal

Q9. Changes in the governance of universities

Has any change in the governance of your university occurred since the start of the STRIVE project that has affected its implementation at local level?

NO

YES

If yes, which corrective measure have you applied/do you suggest applying?

Periodical communication with the rectors of the universities and steering committee meetings.

Appointment of a delegate who could eventually substitute the rector as member of the steering committee.

Other, please specify

Q10. Staff turnover

Have you experienced a staff turnover since the start of the STRIVE project that has affected its implementation at local level?

NO

YES

If yes, which corrective measure have you applied/do you suggest applying?

Choice of the staff to be appointed on the base of experience at the universities and type of contract.

Informal involvement of other staff from the same categories of the project staff to prevent a delay in the project implementation in case of turnover.

Other, please specify

Q11. Workflow of local staff involved

Have you experienced any shortcomings in the management of the workflow and internal communication within the local staff in charge of project activities since the start of the STRIVE project that has affected its implementation at local level?

NO

YES

If yes, which corrective measure have you applied/do you suggest applying?

Involvement of governance board of partners, acknowledge of project objectives and activities and continuous commitment of staff.

Share the quality reports for financial management and quality control and collect feedbacks form from all staff involved. Time bound collection of internal documentation through periodically communication and virtual meetings with the staff involved.

Other, please specify

Q12. Commitment of the university staff to take part to the trainings/workshops

Have you experienced any shortcomings in the appointment of the staff to be involved in the training/workshops organized since the start of the STRIVE project that has affected its implementation at local level?

NO

YES

If yes, which corrective measure have you applied/do you suggest applying?

Partners' governance boards have been involved in project staff appointment and have acknowledged project objectives and activities at the stage of project proposal.

Trainings have been scheduled in the best academic year moments (for example not in conjunction with session of exams of public holidays).

The project staff have been informed about project goals and activities in phase of project proposal draft and took part to it on a voluntary base in line with personal motivations and interest.

Other, please specify

Q13. Low commitment of the university students and staff to share their mobility experiences

Have you experienced any shortcomings in ensuring the commitment of university students and staff to share their mobility experiences?

NO

YES

If yes, which corrective measure have you applied/do you suggest applying?

Exchange of information related to project importance and objectives shared with the target groups in advance at WP4 start so to choose the most motivated people to be part to the storytelling exercise.

Other, please specify

Q14. Interest of students and staff to take part to the awareness raising seminars on Erasmus+ programme opportunities

Have you experienced any shortcomings in raising the interest of students and staff to take part to the awareness raising seminars on Erasmus+ programme opportunities?

NO

YES

If yes, which corrective measure you have applied/do you suggest applying?

Each Vietnamese university will inform the students and the staff on the benefits of taking part to the seminars so to enhance their cooperation and mobility opportunities: project staff and university governance will have an important role in sensitizing professors, career officers and international officers while secretariats staff and professors will have a pivotal role to involve the students.

Other, please specify

Q15. Decreasing interest of stakeholders in planned dissemination activities

Have you experienced any shortcomings in involving the different stakeholders in the dissemination activities at local level?

NO

YES

If yes, which corrective measure you have applied/do you suggest applying?

Awareness of project dissemination importance among all stakeholders and partners.

Transfer of successful experiences in dissemination from EU and HANU to emerging partners universities.

Other, please specify

Q16. Low willingness of Vietnamese universities to share the indicators of performance in internationalization

Have you experienced any shortcomings in ensuring the commitment of universities' governance for the monitoring of the internationalization performance?

NO

YES

If yes, which corrective measure you have applied/do you suggest applying?

Need to monitor the internationalization performance as a baseline for strategic planning underlined by the governance of the beneficiaries at project proposal preparation phase.

Further discussions on the topic to be conducted at the occasion of the steering committee meetings.

Other, please specify

Q17. Willingness of stakeholders to join the internationalization virtual center in Vietnam

Have you experienced any shortcomings in ensuring the commitment of universities' governance for joining the internationalization virtual center?

NO

YES

If yes, which corrective measure you have applied/do you suggest applying?

The share of the information on the envisaged structure, costs and resources contribution of the internationalization virtual center by the members in advance will facilitate its creation.

The continuous dissemination and awareness raising activities will facilitate the joining of new stakeholders.

Other, please specify