



Co-funded by the
Erasmus+ Programme
of the European Union

LAB-MOVIE

Labour Market Observatory in Vietnam Universities

609653-EPP-1-2019-1-IT-EPPKA2-CBHE-JP

Internal Deliverable

Evaluation and Quality Plan

Document information	
Due date of Intellectual Output	M2
Actual submission date	M2
Revision	Version 1.0
Author	Roberto Righi, Steps

Table of Contents

SUMMARY	- 3 -
1. PROJECT AND EVALUATION GOALS	- 4 -
1.1. THE OBJECTIVES OF LAB-MOVIE	- 4 -
1.2. THE EVALUATION WITHIN LAB-MOVIE	- 4 -
1.3. THE CHARACTERISTICS OF METHODOLOGY.....	- 5 -
2. MONITORING AND EVALUATION APPROACH.....	- 5 -
1.4. EVALUATION IN THE PROJECT CONTEXT	- 5 -
1.5. THE EVALUATION FRAMEWORK	- 5 -
3. MONITORING AND EVALUATION METHODOLOGY.....	- 6 -
1.6. THE MAIN ELEMENTS OF METHODOLOGY	- 6 -
1.7. THE EVALUATION SUBJECTS.....	- 6 -
1.8. THE EVALUATION CRITERIA.....	- 8 -
1.9. MAIN STEPS TO THE FINAL EVALUATION	- 8 -
4. OUTPUTS REVIEWS.....	- 9 -
5. TOOLBOX.....	- 10 -
ANNEX 1 – INTERNAL EVALUATION QUESTIONNAIRE FOR PARTNERS	- 10 -
ANNEX 2 – PARTNERS' MEETINGS EVALUATION	14
ANNEX 3 – EVENTS FEEDBACK QUESTIONNAIRE	15
ANNEX 4 – DELIVERABLE QUALITY TABLE	16
ANNEX 5 – PROJECT WEBSITE QUALITY TABLE	17
6. QUALITY ASSURANCE INDICATORS.....	- 18 -

SUMMARY

This document sets out the monitoring and evaluation procedures established in the frame of the LAB-MOVIE project to ensure monitoring of the project processes and evaluation of intermediate and final outputs and outcomes.

The document is composed by five main sections as follows:

Section 1 explains objectives of the project and goals for evaluation;

Section 2 describes the approach to monitoring and evaluation;

Section 3 describes the adopted methodology;

Section 4 lists roles and responsibilities in monitoring and evaluation activities;

Section 5 presents the tools that will be used to carry out monitoring and evaluation activities.

1. PROJECT AND EVALUATION GOALS

1.1. The objectives of LAB-MOVIE

In the current labour market scenario, it is crucial that all the universities, especially those from the emerging countries, will be equipped with an own permanent observatory to analyse and understand the working sectors, acquiring information about the demand and offer, taking into account the jobs' and the sectors' needs in a defined territory.

This kind of tool would allow universities not only to provide useful information to their students, in order to guide them in the employment search, but also to adapt the training offer according to the effective needs of companies and enterprises. With this project, we intend to transfer this good practice to the universities in Vietnam, in order to help them develop an own Observatory system, to achieve the following objectives:

1. To monitor the emerging economic sectors, providing a national overview and a deeper description at local level
2. To understand and describe the enterprise' structures and organisation
3. To list all the professional roles within the enterprises, and to describe them in detail (tasks, activities, required competencies and skills)
4. To find out, together with the entrepreneurs, the training gaps of each professional role, to collect feedback and suggestions on the best training offer for young people, who would like to develop their job career.
5. To activate a constructive dialogue between the teachers (who need to train students for the work) and enterprises (who create jobs thanks to their activities).

The Observatory will carry out research on specific economic sectors, that will be published on a web platform for professionals where it will be possible to consult the professional qualifications (resulted from the Observatory's research) through predefined researches (eg by economic sector, by qualification, etc.) or by keywords.

1.2. The evaluation within LAB-MOVIE

Project monitoring and evaluation will address the three main evaluation purposes:

1. an **operational purpose**, contributing to improving the efficiency and effectiveness of the project as it evolves;
2. a **summative purpose**, providing baseline evidence as to the effectiveness of the project;
3. a **learning purpose**, contributing to valorising the project progresses and results both at an internal level (within the consortium) and at an external level (with stakeholders and policy makers).

The methodology, that will be developed in the frame of preparation activities, will therefore include: (a) the development of tools to collect data from the beneficiaries and the stakeholders involved in the project, to ensure the project being in line with the beneficiaries and stakeholders' needs; (b) the agreement on a baseline for monitoring the project progresses, on the basis of the indicators and milestones defined in the application, that will be the reference tool for summative evaluation coordinated by the IO leader; (c) the development of questionnaires to collect the perceptions of the partners and their reflection about the project development; (d) the establishment of a schedule for internal and external evaluation exercises; (e) the development of any further tool according to ongoing needs.

1.3. The characteristics of methodology

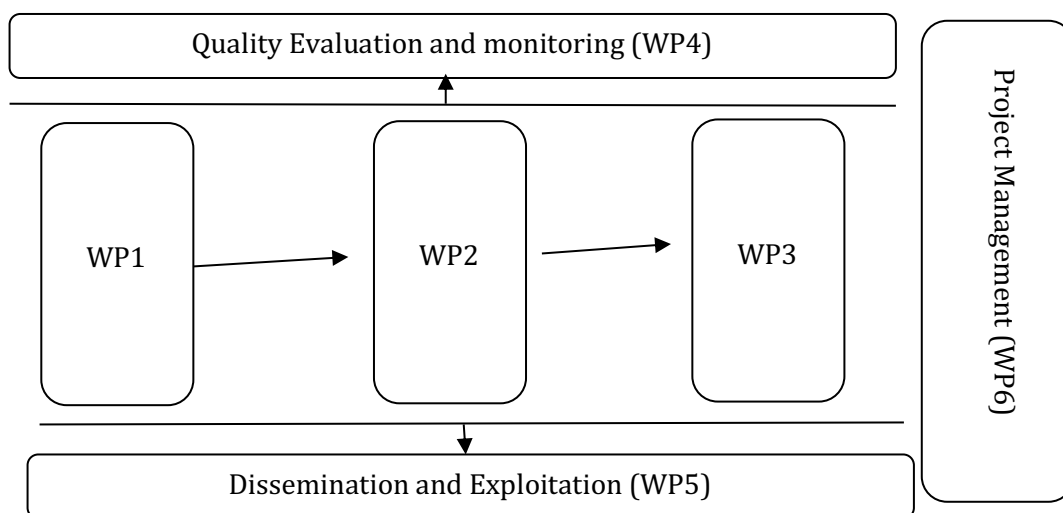
The methodology described in this document and to be used in the project evaluations includes a set of requirements to a methodology which is:

- Transparent.
- Easy to handle.
- Easy to understand.
- Consistent throughout the different phases of the project.

2. MONITORING AND EVALUATION APPROACH

1.4. Evaluation in the project context

Evaluation encompasses the entire lifecycle of the project, and collects data from all other project WPs and horizontal activities.



1.5. The Evaluation Framework

The evaluation framework comprises monitoring and evaluation activities.

Broadly, these terms can be defined as follows:

- **Monitoring** refers to setting targets and milestones to measure progress and achievement. It is an on-going activity to ensure that the intervention is implemented in a manner which is consistent with the design.
- **Evaluation** refers to mechanisms to assess the effectiveness of the project and to reflect on the lessons learned.

The present framework also comprises both formative and summative approaches to evaluation. Roughly, formative evaluation looks at what leads to an intervention working (in other words: the process), whilst summative evaluation looks at the final result and impact of an intervention on the target group. Formative evaluation lends itself to qualitative methods of inquiry whereas summative evaluation is associated with more objective, quantitative methods. These topics will be tackled in the next sections.

Monitoring and evaluation should enable the analysis of a project's efficiency (management team's inputs, outputs, and budget), efficacy (the extent to which the project enhances the capacity of boundary partners), and effectiveness (contribution to wide-scale change).

The LAB-MOVIE evaluation framework is aimed at monitoring and evaluating processes and results of the *outputs* and on the *short-term outcomes*.

Outputs are those results that we aim to achieve (products, services). In social interventions in particular the practical social and professional inclusion opportunities that can be accessible to the persons we want to reach (direct and indirect target groups) can help measure the potential or effective impact of the outputs themselves. In this respect the target groups/persons are central to the outputs evaluation.

Outcomes answer the question "What has happened as a result of the project (so far)?" Outcomes are usually divided in short (also immediate), medium- and long-term outcomes, with reference to their impact on the target groups situation. Outcomes are changes we would like to see in other people/settings, and are thus not entirely within our control. As said, the evaluation framework focuses particularly on short-term outcomes (project lifespan), and partially tackles medium-term outcomes (immediate impact after the piloting). Long-term outcomes that follow intermediate-term outcomes when changed behaviours result into changed conditions, are subjects of ex post evaluation exercises, and cannot be carried out within the project lifespan.

3. MONITORING AND EVALUATION METHODOLOGY

1.6. The main elements of methodology

The methodology aims at pursuing both summative and formative goals.

Summative purposes

For summative purposes, a logic model will be used. On the basis of the planned activities and means of measurement, a logical framework matrix will be used to monitor the consistency between planned and expected outputs, the consistency between planned and actual delivery dates, and the achievement of the performance indicators.

Formative purposes

Formative evaluation as a recursive process of collecting qualitative data, reflection and (potential) re-planning, will take place all over the project lifespan.

For formative evaluation, different tools will be used according to the target groups addressed and to the processes in place. At the present stage of development, the following tools are expected to be used:

- Partners survey (questionnaires): this exercise will be carried out within the consortium, and will contribute to quality assurance purposes;
- Feedback collection: administered by project partners, to stakeholders and to beneficiaries at different stages of the project;

It should be stressed that additional and/or different tools can be used according to detected needs during the project implementation, in order to ensure flexibility and efficacy of the evaluation exercises.

1.7. The evaluation subjects

With regard to the "subjects" of evaluation, the following are addressed.

Processes

Data collected as regards to process will contribute to quality assurance.

Internal processes (partnership)

Process	Target	Investigated dimension	Tools
Project management	Project partners	Communication and related tools	Questionnaires, informal communication
Project management	Project partners	Management and sharing of responsibilities	Questionnaires, informal communication
Project management	Project partners	Effectiveness of the adopted/developed tools in implementing the project	Questionnaires, informal communication
Project management	Project partners	Perception of local/transnational relationship	Questionnaires, informal communication

External processes:

Process	Target	Investigated dimension	Tools
Events, meetings	Teachers, Researchers, Companies, Stakeholders	Outputs and methodology	Questionnaire at the end of the events
Labour Market Observatory	Teachers, Researchers, Companies, Stakeholders	Learning materials	Survey, observatory activity monitoring and recording tools
Qualification Repository	Teachers, Researchers, Companies, Stakeholders	Competencies and skills, jobs profiles	Survey, reports, interviews, analytics
Dissemination	Teachers, Researchers, Companies, Stakeholders	Organised events, articles, publications, digital promotion and events	Reporting tools (dissemination template), digital data

Outputs

Output/Deliverable	Indicator	When
1.1 - Report on the Vietnam labour market and available monitoring tools	Quality of Output	April 2020
1.2 - Report on the EU labour market observatories	Quality of Output	April 2020
2.1 - Development of educational materials	Quality of Output	May 2020
2.2 - Organisation and implementation of training	Quality of Output – Number of participants	May 2020
2.3 - Survey with enterprises	Quality of Output – Number of enterprises	April 2020
2.4 - Reports on the three sectors	Quality of Output	July 2021
3.1 - Analysis of the data from WP2	Quality of Output – available data	September 2021
3.2 - Implementation of the platform and the qualification repository	Quality and efficiency of the Output	January 2022
3.3 – Piloting of the LMO	Number of pilot users	July 2022
5.2 - Website	Quality of the website – number of visits	October 2022
5.3 - Promotional events	Number of attendees	October 2022
5.4 – Articles and publications	Number of articles	October 2022
5.5 - Sustainability Guidelines	Quality of Output	October 2022

1.8. The evaluation criteria

The investigated dimensions will be evaluated on the basis of the following main criteria:

- Active and proactive participation level of the teachers and universities involved in all phases of the project;
- Feedback received from project stakeholders
- Quality, usability and consistency of results in respect of the project idea;
- Relevance of the developed materials;
- Usability of the platform and the repository;
- Level of cooperation and efficiency/effectiveness of the partnership

1.9. Main steps to the final evaluation

Evaluation is a continuous process that encompasses the project lifespan. At present, the following planning is foreseen:

What	Who	To whom	When
To develop the evaluation methodology and tools	Steps	Project partners	Jan 2020
To review and validate evaluation tools	Project partners	Steps	Feb 2020
To evaluate the project meetings	Project partners	Steps	After the meetings
To collect evaluation data during events	Project partners	Steps	By 10 days after the event
To analyse data of M1-12 and write the 1st Interim evaluation report	Steps	Project partners	Dec 2020
To analyse data of M12-24 and write the 2nd Interim evaluation report	Steps	Project partners	Dec 2021
To analyse data of M1-36 and write the Final evaluation report	Steps	Project partners	Oct 2022

4. OUTPUTS REVIEWS

Outputs reviews aim to detect defects. Before an output goes through the sign-off process, reviews are performed by the project team to:

- Verify the completeness of an output
- Verify the accuracy of an output
- Verify that an output meets project standards (for example, using the right template)
- Verify that the content of an output meets its objectives and is consistent with prior approved outputs

As a general quality standard, the following will be applied to all outputs implying documents delivery:

- Provision of document summary/introduction; - Version number, date, author
- LAB-MOVIE format standards compliance: FONT: Cambria, 11.
- Acceptable language, grammar and spelling;
- Objectives of the outputs covered;
- Acceptable quality of text (organisation, structure, diagrams etc.);
- Coverage of expected work;
- Comprehensiveness (no missing sections, missing references, unexplained arguments);
- Usability (output is clear and provided in a form that is useful to the reader).

According to the identified defects (critical, minor or low), the outputs/deliverables will be reviewed and modified, in order to achieve the expected level of quality.

5. TOOLBOX

Annex 1 – Internal evaluation questionnaire for Partners

Who uses this tool: project partners to fill in

When the monitoring take place: December 2020 - December 2021 - October 2022

Where is the tool stored: the partners will fill in the questionnaire; data collected are reported and uploaded onto the online working space of the consortium.

Partner, name and surname: _____

Date: _____

Period of evaluation: _____

The information will be treated confidentially. The key outcomes of this evaluation exercise will be used as prompts for discussion and reflection in the evaluation session to be held during project meetings, and will be summarised and included in the final evaluation report.

Using the following five-point scale please rate the quality of selected key aspects of the project: **5 = excellent; 4 = good; 3 = reasonable; 2 = hardly sufficient; 1 = insufficient**

1. GENERAL ASPECTS OF PROJECT DEVELOPMENT AND ROLE OF PARTNERS			
Dimensions	A) Overall Rating	B) Challenges experienced	C) Positive Aspects
Role of the co-ordinator in project development (e.g. project management performance, monitoring of work processes & deadlines)	①- ②- ③- ④- ⑤ <i>insufficient - excellent</i>		
Feasibility/practicality of project planning	①- ②- ③- ④- ⑤ <i>insufficient - excellent</i>		
Handling of administrative and financial matters	①- ②- ③- ④- ⑤ <i>insufficient - excellent</i>		

Project governance (e.g. decision-making, consultation, problem-solving)	①- ②- ③- ④- ⑤ <i>insufficient - excellent</i>		
Management of the partnership and sharing of tasks	①- ②- ③- ④- ⑤ <i>insufficient - excellent</i>		
Quality and timely answers provided by the coordinator to questions and issues	①- ②- ③- ④- ⑤ <i>insufficient - excellent</i>		
Use of a common vocabulary/terminology	①- ②- ③- ④- ⑤ <i>insufficient - excellent</i>		
Satisfaction with the state of development of activities	①- ②- ③- ④- ⑤ <i>insufficient - excellent</i>		

2. COMMUNICATION			
Dimensions	A) Overall Rating	B) Challenges experienced	C) Positive Aspects
The role of the coordinator in the communication process	①- ②- ③- ④- ⑤ <i>insufficient - excellent</i>		
Communication flows among partners	①- ②- ③- ④- ⑤ <i>insufficient - excellent</i>		

Effectiveness of the dissemination activities	①- ②- ③- ④- ⑤ <i>insufficient - excellent</i>		
Partners' active attitude (e.g. presenting proposals and themes for discussion)	①- ②- ③- ④- ⑤ <i>insufficient - excellent</i>		
Evaluation of the website	①- ②- ③- ④- ⑤ <i>insufficient - excellent</i>		
Evaluation of the events	①- ②- ③- ④- ⑤ <i>insufficient - excellent</i>		

3. ADDED VALUE & OUTPUTS			
Dimensions	A) Overall Rating	B) Challenges experienced	C) Positive Aspects
Added value of project outcomes for the addressed beneficiaries	①- ②- ③- ④- ⑤ <i>insufficient - excellent</i>		
Overall Evaluation of WP1 Analysis of the Vietnam labour market needs	①- ②- ③- ④- ⑤ <i>insufficient - excellent</i>		
Overall evaluation of the WP2 Transfer of knowledge	①- ②- ③- ④- ⑤ <i>insufficient - excellent</i>		

Overall Evaluation of WP3 Labour Market Observatory in Vietnam	①- ②- ③- ④- ⑤ <i>insufficient - excellent</i>		
Overall Evaluation of WP3 Qualification Repository	①- ②- ③- ④- ⑤ <i>insufficient - excellent</i>		

Please explain what are, in your opinion, the strengths and the weaknesses of the LAB-MOVIE project:

Strengths:

Weaknesses:

Annex 2 – Partners' meetings evaluation**Who uses this tool:** project partners to fill in**When the monitoring take place:** just after the coordination meeting**Where is the tool stored:** the questionnaire is administered during by means of an online survey free tool; data collected are reported and uploaded onto the online working space of the consortium.**Meeting evaluation matrix**

ITEM	Strongly agree	Agree	Neutral	Disagree	Strongly disagree
The meeting was properly structured and organised.					
The agenda was comprehensive and conclusive.					
The allocated time to each topic was sufficient.					
The presentations were useful and informative.					
The partners were well prepared and knowledgeable about their allocated tasks.					
There was enough time for discussions and exchange of ideas.					
Foreseen and upcoming tasks & partner roles were clearly explained.					
The meeting as a whole been appropriate and productive.					

What aspects of this meeting were particularly good?
What aspects of this meeting require improvement?

Annex 3 – Events Feedback Questionnaire

Who uses this tool: participants to events and other meetings

When the monitoring take place: after events

Where is the tool stored: data collected are reported and uploaded onto the online working space of the consortium.

Example to be adapted to the event. This is not a compulsory form. It can be distributed together with other material at the beginning of each event: at the end of the event, the speaker can invite participants to give their feedback before leaving.

Event	Date			
Location				
Would you let us know your opinion about the event?				
	Not useful	Somewhat useful	Quite useful	Very useful
Did you find today's event useful?				
On the topics covered today, do you think the following has been useful to you?				
- Information on topics addressed				
- Information on learning opportunities				
- Information on				
Would you participate in other events about this topic in the future	No	Maybe	Yes	
Do you think there is any other issue that affects you and requires action in this topic? Please feel free to suggest any relevant subject that you think future actions should tackle.				
If you want to be kept informed about the news of the project, you can leave your e-mail address here:				
Thank you!				

Annex 4 – Deliverable Quality Table

Quality Control Check	Y/N	Reviewer recommendations/comments
Lab-Movie format standards complied with		
Language, grammar and spelling acceptable		
Objectives of outputs as described in the project proposal covered		
Expected work adequately covered		
Quality of text is acceptable (organisation and structure; diagrams; readability)		
Comprehensiveness is acceptable (no missing sections; missing references; unexplained arguments)		
Usability is acceptable (deliverable provides clear information in a form that is useful to the reader)		
Output specific quality criteria		
Output meets specific acceptance criteria		
Checklist completed by		
Name/Partner:		
Date:		

Annex 5 – Project Website Quality Table

Quality Control Check				
Concept	Dimension	Description	Rate 1-10	Comments
Ease of use	Ease of understanding Intuitive navigation	Easy to read and understand Easy to operate and navigate		
Usefulness	Information Quality Functional fit-to-task Interactivity Trust	The information provided is accurate, current and relevant Meets tasks needs and improves performance		
Entertainment	Visual appeal Innovativeness Flow	The website aesthetic Creativity of the design Emotional effect using the website		
Complementary relationship	Consistent image	The web graphics are consistent with the project corporate image		
Suggestions for improvement				
Checklist filled in by:				
Name:				
Role:				
Date:				

6. QUALITY ASSURANCE INDICATORS

To follow the progress of the project activities on a regular basis and better understand potential difficulties, delays and/or deviations to the original plan, the partners have tried to quantify, and thereby measure, a number of **quality performance indicators** related to the project.

Item	Monitoring indicator	Evaluation tool	Responsible	Date of evaluation
Dissemination	Quality of the Dissemination Plan	Evaluation feedback completed by partners	UNL	Interim and Final Evaluation
	Number of events organised to involve local stakeholders	Dissemination track sheet completed by partners – around 30 participants as an average	UNL - Partners	Interim and final Evaluation
	Quality of the Project Branding to ensure a consistent graphic and project identity	Evaluation sheet completed by partners	UNL	Interim and Final Evaluation
	Quality of the project Website, number of visits	Evaluation sheet completed by partners - Google Analytics - Feedback from external users -	UoH	Interim and Final Evaluation
	Number of articles and publications	Dissemination track sheet completed by partners – at least 15 articles	Partners	Interim and Final Evaluation
	Number of companies reached by the project outputs	Reports	Partners	Interim and Final Evaluation
	Number of followers and posts in the project Social Media Networks	Analysis of Social Media	Partners	Interim and Final Evaluation
	Number of other universities reached by the project outputs	Reports - At least 8 meetings with other institutions and companies outside the local areas	Partners	Interim and Final Evaluation
WP1 - Analysis of the Vietnam labour market needs	Criteria for setting up the research	Internal report	UNISAL - HANU	February 2020
	Number of companies responding the survey (200 for the 3 sectors)	Internal report	UNISAL - HANU - partners	April 2020
	Number of sectors involved in the survey	Internal report	UNISAL - HANU - partners	April 2020

Monitoring and Evaluation Plan

	Interviews and focus groups with companies (about 30/40)	Internal report	UNISAL - HANU - partners	April 2020
	Number of agreements signed between universities and enterprises (at least 2)	Internal report	UNISAL - HANU - partners	April 2020
WP2 - Transfer of knowledge and methodology	Training is organised with a suitable number of trainers and at least 4 participants from each Vietnam partner (total 24)	Attendance sheets	UNIPD	July 2021
	At least other 10 staff members of each university are indirectly trained (cascade effect) through internal seminars	Report	UNIPD, partners	July 2021
	The survey collects data from at least 200 companies	List of participants	UNIPD, partners	July 2021
	Number of focus groups with companies (4, with 8 companies each)	Attendance sheets	UNIPD, partners	July 2021
WP3 - Development of the Labour Market Observatory	Database of the enterprises (200 per sector)	Questionnaires and report	UNIPD, partners	June 2022
	Repository of job profiles and qualifications: at least 15 qualifications included	Observatory database	UNIPD, partners	June 2022
	Piloting of the LMO and final report	Internal report	UNIPD, partners	June 2022
	Number of students participating in the piloting (30 per university - total 150)		UNIPD, partners	June 2022