



Dual VET 4.0

STRENGTHENING SYSTEMS IN TUNISIA AND MOROCCO

PROJECT MANAGEMENT PROTOCOL



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1. Introduction and Purpose

This Project Management Protocol (PMP) establishes the operational management framework for the Dual VET 4.0 project: *Strengthening Dual Vocational Education and Digital Monitoring Systems in Tunisia and Morocco* (Project No. 101242932), funded under the ERASMUS-EDU-2025-CB-VET-SMC programme by the European Education and Culture Executive Agency (EACEA).

Its primary purpose is to ensure the effective coordination, transparent governance, timely implementation, and coherent management of all project activities throughout the 36-month implementation period. The Protocol provides a common operational framework for all consortium partners by defining responsibilities, governance arrangements, decision-making procedures, internal communication mechanisms, reporting obligations, monitoring processes, document management principles, stakeholder engagement arrangements, and project follow-up procedures. In doing so, it supports the consistent implementation of all work packages while ensuring compliance with the Grant Agreement, Erasmus+ programme requirements, and the commitments established in the approved project proposal.

Prepared as Deliverable D1.1 under Work Package 1 (Project Management and Quality Assurance), led by the Governorship of Istanbul (GOI), this Protocol constitutes one of the core management instruments of the project. Together with the **Quality Assurance Strategy (QAS), Risk Management Strategy (RMS), and Budget Control Procedure (BCP)**, it forms an integrated project management system designed to support coordinated implementation, evidence-based monitoring, quality assurance, financial accountability, and continuous project improvement throughout the project lifecycle.

This Protocol has been jointly developed and validated by all consortium partners and shall be applied by every beneficiary throughout the entire implementation period (M1–M36). Its provisions are binding for all partners participating in the project.

2. Project Overview

Field	Value
Project name	Dual VET 4.0: Strengthening Dual Vocational Education and Digital Monitoring Systems in Tunisia and Morocco
Project acronym	Dual VET 4.0
Project number	101242932
Call	ERASMUS-EDU-2025-CB-VET-SMC - Capacity building in VET in South-Mediterranean Countries
Coordinator	Governorship of Istanbul (GOI)
Project starting date	01.12.2025
Project end date	30.11.2028
Project duration	36 months

Field	Value
Granting authority	European Education and Culture Executive Agency (EACEA)

2.2 Project Description

Dual VET 4.0 is a 36-month Erasmus+ Capacity Building in Vocational Education and Training (CB-VET) project designed to strengthen the quality, relevance and sustainability of dual vocational education systems in Tunisia and Morocco. Through international cooperation and knowledge exchange, the project supports the modernisation of institutional capacities by promoting innovative governance approaches, digital transformation, quality assurance, and stronger collaboration between vocational education providers, higher education institutions, public authorities and labour market stakeholders.

The project is implemented through five interconnected Work Packages that collectively address project management and coordination, needs analysis and framework development, capacity building and digital learning resources, pilot implementation and validation, as well as dissemination and sustainability. Together, these activities contribute to improving the governance, monitoring, quality and internationalisation of dual vocational education and training systems while fostering long-term cooperation between European and South Mediterranean partners.

2.3 Consortium Overview

The Dual VET 4.0 consortium brings together eight partner organisations from six countries, combining complementary expertise in vocational education and training, higher education, public administration, research, quality assurance and institutional capacity building. The partnership includes public authorities, universities, civil society organisations and specialised education providers working collaboratively to achieve the project's objectives.

The consortium consists of:

- Governorship of Istanbul (GOI) – Türkiye (Project Coordinator)
- META4 Innovations GmbH – Austria
- INFODEF Instituto para el Fomento del Desarrollo y la Formación – Spain
- Mindshift Talent Advisory Lda. – Portugal
- Université Hassan I de Settat – Morocco
- Université Ibn Tofail – Morocco
- Université de Tunis El Manar – Tunisia
- Association pour la Recherche Scientifique et l'Innovation en Informatique (ARSI) – Tunisia

Each partner contributes specific expertise and assumes clearly defined responsibilities throughout the project lifecycle, ensuring effective implementation, transparent governance and the long-term sustainability of the project results.

3. Governance Structure

The governance structure of the Dual VET 4.0 project establishes a clear framework for strategic decision-making, operational coordination, quality oversight, financial control, and risk management throughout the project lifecycle. Developed under Task T1.1 (Development and Implementation of the Management Protocol and General Project Management Framework) and coordinated by P1-GOI, it defines the roles, responsibilities, reporting relationships, and decision-making mechanisms required to ensure transparent, efficient, and accountable project implementation.

The governance framework is implemented through five complementary management bodies, each with clearly defined responsibilities and reporting lines. These bodies collectively support effective coordination among consortium partners, monitor project progress, oversee quality assurance and financial management, address project risks, and facilitate timely decision-making. The governance structure is established during the first six months of the project (M1–M6) and remains operational throughout the project, with biannual reviews to monitor implementation, quality performance, risk mitigation, and budget execution.

3.1 Steering Committee (SC)

The Steering Committee (SC) is the main decision-making body of the Dual VET 4.0 project. It is responsible for overseeing the overall implementation of the project, monitoring progress, and ensuring that the consortium works towards the objectives and deliverables defined in the approved project proposal. The Committee also provides a common forum where partners review progress, discuss issues affecting implementation, and agree on decisions whenever required.

The Steering Committee consists of one Project Manager from each partner organisation and is chaired by the Project Coordinator (GOI). Each member represents their organisation in the management of the project and contributes to the collective decision-making process on behalf of their institution.

The Steering Committee is responsible for:

- reviewing the overall progress of the project;
- monitoring the implementation of the work plan and project timeline;
- following the progress of the Work Packages and deliverables;
- discussing implementation issues and agreeing on appropriate actions when needed;
- supporting coordination between all consortium partners;
- monitoring project risks and the overall use of project resources;

- ensuring that project implementation remains consistent with the Grant Agreement and the approved project proposal;
- taking major management decisions affecting the implementation of the project, where necessary.

The Steering Committee meets regularly throughout the project. Meetings are held during the scheduled Transnational Project Meetings and, when necessary, through online meetings to discuss ongoing implementation issues and project progress. The Project Coordinator prepares the agenda, records the agreed decisions and action points, and shares the meeting minutes with all partners to support effective follow-up.

3.2 Work Package Leaders (WPL)

Work Package Leaders (WPLs) are responsible for the operational management of their respective Work Packages and play a central role in ensuring that project activities are implemented effectively, on schedule, and in accordance with the approved Application Form. Acting as the primary coordination point for each Work Package, WPLs facilitate implementation, monitor progress, coordinate partner contributions, and provide regular reporting to the Project Coordinator and the Steering Committee.

In accordance with the approved project proposal, responsibility for leading each Work Package is assigned as follows:

Work Package	Lead Partner
WP1 – Project Management, Quality Assurance and Coordination	P1 – GOI
WP2 – Mapping Challenges and Opportunities	P1 – GOI
WP3 – Building the Dual VET Nexus Academy	P3 – INFODEF
WP4 – Capacity Building, Knowledge Transfer and Pilot Implementation	P2 – META4
WP5 – Dissemination and Sustainability Roadmap	P4 – MINDSHIFT

Each Work Package Leader serves as the primary contact point for the implementation of the assigned Work Package and coordinates the participation of all contributing partners.

Work Package Leaders are responsible for:

- coordinating the implementation of all activities within their assigned Work Package;
- ensuring that planned tasks are delivered in accordance with the approved work plan, timetable, and project objectives;
- monitoring progress towards Work Package milestones and deliverables;
- coordinating and supporting the contributions of participating partners;

- identifying implementation risks, delays, or operational issues affecting the Work Package and communicating these promptly to the Project Coordinator and Steering Committee;
- preparing and submitting progress updates and implementation reports as required by the project management structure;
- presenting the implementation status, achievements, and identified challenges during follow-up meetings and Transnational Project Meetings;
- contributing to effective coordination between Work Packages where interdependencies exist;
- supporting the implementation of project-wide quality assurance, risk management, communication, and reporting procedures established under WP1.

While Work Package Leaders are responsible for the operational management of their respective Work Packages, strategic decisions affecting the overall project remain the responsibility of the Steering Committee. WPLs therefore ensure that operational implementation remains aligned with consortium decisions, contractual obligations, and the overall objectives of the Dual VET 4.0 project.

3.3 Communication Team (CT)

The Communication Committee (CC) is the consortium's operational coordination body for communication, dissemination and visibility activities. Established under Work Package 5 and coordinated by **MINDSHIFT**, the Committee provides a common coordination mechanism through which all partners collectively plan, implement, monitor and continuously improve communication activities throughout the project lifecycle. Rather than operating as an isolated dissemination group, the Committee ensures that communication remains fully integrated with project implementation, enabling the results produced across all Work Packages to be communicated in a coherent, timely and strategically coordinated manner.

The Committee is established in **Month 1** and consists of **one representative from each partner organisation**. This structure ensures that every beneficiary is directly involved in planning and coordinating communication activities while maintaining a single communication channel across the consortium. Through **bimonthly online meetings**, the Committee reviews implementation progress, coordinates upcoming dissemination actions, and maintains consistency in communication across all Work Packages.

Acting under the leadership of MINDSHIFT, the Committee supports the implementation of the Dissemination Strategy by translating the communication objectives defined in WP5 into coordinated consortium actions. Its work includes identifying and prioritising stakeholder groups, selecting the most appropriate dissemination channels for each target audience, synchronising communication activities with major project milestones, monitoring dissemination performance against the agreed indicators, and reviewing communication outcomes to support continuous improvement throughout the project.

Beyond coordinating dissemination activities, the Committee contributes to maintaining a consistent project identity across all communication outputs. In

cooperation with MINDSHIFT, it supports the implementation of the project's visibility strategy, promotes the consistent application of branding and visual identity guidelines, facilitates the coordinated use of the project website, partner networks, EU dissemination platforms and social media channels, and ensures that all communication materials appropriately acknowledge European Union funding in accordance with project requirements.

The Communication Committee also provides a structured mechanism for monitoring the implementation of the communication objectives established under WP5. By regularly reviewing dissemination indicators, stakeholder engagement, communication reach and planned activities, the Committee enables the consortium to adjust communication actions where necessary, ensuring that dissemination remains aligned with project priorities, implementation progress and the long-term sustainability objectives of the Dual VET 4.0 project.

3.4 Expert Advisory/Expert Board Committee

For the purposes of project implementation, this Project Management Protocol adopts the governance structure defined under **Work Package 1 (Task T1.1)** and the corresponding project management provisions of the approved project proposal. Accordingly, the project's expert advisory body is referred to throughout this document as the **Expert Board Committee (EBC)**.

The Expert Board Committee serves as an independent advisory body supporting the consortium by providing expert feedback, validating key project outputs, and contributing to the quality and relevance of the project's results throughout the implementation period. The Committee complements the governance structure by offering external expertise and evidence-based recommendations at major project milestones.

The EBC shall consist of **five experts from each participating country (Spain, Portugal, Austria, Türkiye, Morocco and Tunisia)**, representing relevant expertise in vocational education and training (VET), industry, digital transformation, labour market development, policymaking and other fields aligned with the objectives of the Dual VET 4.0 project.

The Committee will contribute to the implementation of the project by:

- reviewing and providing expert feedback on key project deliverables, including **D2.1, D2.2, D3.2, D3.3 and D4.3**;
- providing independent recommendations to support the quality, relevance and practical applicability of project outputs;
- contributing to quality assurance through expert review and validation of major project results;
- providing strategic guidance at significant implementation milestones to support project impact and optimisation;
- offering recommendations to strengthen the sustainability and long-term exploitation of project outcomes.

The Expert Board Committee performs an advisory function and does not participate in the operational management or decision-making processes of the project. Recommendations provided by the Committee are considered by the Project Coordinator, Work Package Leaders and the Steering Committee during project implementation, quality assurance and continuous improvement activities.

3.5 Internal Project Evaluator (IPE)

P4-MINDSHIFT serves as the Internal Project Evaluator (IPE) and is responsible for coordinating the project's internal quality monitoring and evaluation processes under Work Package 1. The primary role of the IPE is to provide the consortium with a structured and evidence-based mechanism for monitoring project implementation, evaluating progress and supporting the achievement of the project's objectives, expected results and Key Performance Indicators (KPIs).

During the first six months of the project, the IPE will lead the development and implementation of the Quality Assurance Strategy (QAS), which will be validated by all project partners. The strategy establishes a common quality management framework for the entire consortium by defining the methodologies, monitoring milestones, performance indicators and evaluation procedures that will be applied throughout the project. It covers all project activities and work packages, while allowing monitoring arrangements to reflect the specific objectives, duration and implementation characteristics of each work package.

To ensure that project performance is monitored in a comprehensive and consistent manner, the IPE applies the Balanced Scorecard Methodology. Rather than assessing only whether planned activities or deliverables have been completed, this methodology enables the consortium to evaluate overall project performance through a balanced set of complementary indicators. These include implementation progress, achievement of milestones and deliverables, fulfilment of the agreed KPIs, quality of project outputs, effectiveness of dissemination activities, stakeholder engagement and the project's contribution to its expected outcomes and impact.

The Balanced Scorecard provides a structured framework for comparing planned performance with actual implementation. Evidence collected throughout the project—including progress reports, deliverables, monitoring data, evaluation findings and KPI results—is reviewed to determine whether implementation is progressing as planned and whether project objectives are being achieved. This systematic approach allows the consortium to identify implementation trends, monitor overall project performance and recognise areas requiring additional attention.

The effectiveness of this process depends on the active contribution of the entire consortium. Project partners and Work Package Leaders are responsible for providing implementation updates, supporting evidence and performance data relating to their respective activities. The IPE consolidates and analyses this information, prepares project performance assessments and provides evidence-based monitoring reports to the Project Coordinator and the Steering Committee to support informed project management and decision-making.

While the IPE coordinates the project's quality monitoring and evaluation framework, it does not assume the implementation responsibilities of the Work Package Leaders

or the strategic decision-making role of the Steering Committee. Instead, it provides an independent overview of project performance by monitoring implementation against the agreed quality framework and established KPIs, thereby supporting transparency, accountability and continuous quality improvement throughout the project lifecycle.

4. Coordinator and Partner Responsibilities

The governance structure presented in Section 3 defines the management bodies established to oversee the implementation of the **Dual VET 4.0** project. Building upon this governance framework, this section clarifies the distribution of contractual, coordination and implementation responsibilities between the Project Coordinator and the project beneficiaries, ensuring clear accountability throughout the project lifecycle.

As the Project Coordinator, P1-GOI (Governorship of Istanbul) holds the overall responsibility for the successful implementation of the project and serves as the consortium's official representative towards the European Education and Culture Executive Agency (EACEA). GOI is responsible for ensuring that the project is implemented in accordance with the approved Application Form, the Grant Agreement, the agreed work plan, project timetable and contractual obligations. This includes coordinating consortium activities, ensuring effective communication among partners, overseeing project progress, consolidating technical and financial reporting, monitoring the timely delivery of milestones and deliverables, and ensuring compliance with all reporting and management requirements established for the project.

In accordance with the Grant Agreement, although specific coordination activities may be delegated within the consortium where appropriate, the overall responsibility for project coordination remains exclusively with the Project Coordinator. Coordination tasks therefore remain under the responsibility of GOI and may not be subcontracted. As Chair of the Steering Committee, GOI also facilitates the consortium's strategic decision-making process and exercises the casting vote where a Steering Committee decision results in a tie, as described in Section 5.

While the Project Coordinator provides the overall strategic, contractual and administrative coordination of the project, responsibility for the technical implementation of project activities is shared across the consortium. Each beneficiary contributes to the implementation of the project in accordance with the responsibilities, activities and participant allocations defined in the approved Work Plan. Within their respective areas of responsibility, beneficiaries are expected to carry out assigned tasks, contribute to the achievement of project deliverables and milestones, participate actively in project meetings and coordination activities, provide the documentation and evidence required for monitoring, reporting and quality assurance, cooperate with other partners where activities are interdependent, and support the dissemination, communication and sustainability actions foreseen throughout the project.

The consortium brings together eight complementary organisations representing public administration, research, higher education, innovation and vocational education expertise. Through the combined contribution of P1-GOI, P2-META4, P3-

INFODEF, P4–MINDSHIFT, P5–Université Hassan I Settat, P6–Ibn Tofail University, P7–University of Tunis El Manar, and P8–ARSII, the partnership ensures that the project benefits from the institutional, technical and thematic expertise required to achieve its objectives while maintaining a collaborative and integrated approach across all Work Packages.

In line with the approved project proposal, no subcontracting or seconded staff are foreseen for WP1 – Project Management and Quality Assurance. Consequently, all coordination, management and project administration activities will be carried out directly by the project beneficiaries in accordance with their assigned roles and responsibilities.

5. Decision-Making Procedures

The Steering Committee (SC) serves as the project's principal decision-making body and provides strategic oversight for the implementation of Dual VET 4.0. Its primary role is to ensure that project decisions remain consistent with the approved Application Form, the Grant Agreement, the agreed work plan, and the overall objectives of the project.

The Steering Committee seeks to reach decisions by consensus whenever possible, promoting collaborative decision-making and shared ownership across the consortium. Where consensus cannot be achieved, decisions shall be adopted by a simple majority of the Steering Committee members. In the event of a tied vote, the Project Coordinator (P1–GOI), acting as Chair of the Steering Committee, shall exercise the casting vote.

Operational decisions concerning the day-to-day implementation of individual Work Packages may be taken by the respective Work Package Leaders within the scope of their assigned responsibilities. However, any matter affecting multiple Work Packages, project resources, implementation timelines, contractual obligations, project quality, risk management, or the strategic direction of the project shall be referred to the Steering Committee for consideration and decision.

Once adopted, Steering Committee decisions are communicated to all beneficiaries by the Project Coordinator and shall guide the subsequent implementation of project activities across the consortium.

6. Communication Procedures

Continuous communication is maintained through bi-monthly online meetings and regular Steering Committee meetings to monitor project progress and facilitate timely decision-making. These meetings are complemented by six in-person Transnational Project Meetings (TPMs), organised throughout the project lifecycle to support coordination, planning, review of progress, and the successful implementation of successive Work Packages (see Section 7). The Communication Team supports effective internal and external communication, disseminates project updates, and promotes stakeholder engagement in line with the project's communication and dissemination objectives. All beneficiaries contribute to the

implementation of project activities and deliverables through coordinated collaboration and regular information exchange across the consortium.

7. Meeting Procedures

Effective coordination and communication within the Dual VET 4.0 consortium are ensured through a structured programme of regular online meetings and Transnational Project Meetings (TPMs). Throughout the project implementation period, the consortium will hold bi-monthly online meetings, using online platforms such as Zoom, to monitor implementation progress, coordinate ongoing activities, address operational issues, and support timely decision-making. These meetings complement the project's formal governance structure by ensuring continuous communication between partners.

In addition, the consortium will organise **one preparatory online meeting (TPM0)** and **six in-person Transnational Project Meetings (TPMs)**. In accordance with the approved Application Form, the TPMs are strategically hosted by consortium partners to reflect the leadership of the respective Work Packages and to facilitate discussions on the principal activities planned for each implementation phase.

Meeting	Timing	Location / Host	Main focus
TPM0	Preparatory, online	GOI (Coordinator)	Orientation of partners, introduction of the project governance structure and Steering Committee, discussion of project start-up issues, and allocation of responsibilities for the Kick-off Meeting (TPM1).
TPM1	M1-M3	Turkey - GOI (Coordinator, WP2 leader)	Project coordination, networking, administrative and reporting requirements, and detailed planning for WP2 implementation.
TPM2	M9-M12	Morocco - Universite Hassan I_Settat	Review and discussion of WP2 Needs Analysis results and planning of WP3 activities, including engagement with local stakeholders to inform subsequent project development.
TPM3	M12-M15	Spain - INFODEF (WP3 leader)	Presentation of the digital curriculum and training programmes developed under WP3, together with preparation for the implementation of WP4 capacity-building and pilot activities.
TPM4	M21-M24	Tunisia - University of Tunis El Manar	Evaluation of WP3 outcomes and strategic planning for WP4 capacity-building, knowledge-transfer activities and pilot implementation.
TPM5	M27-M30	Austria - META4 (WP4 leader)	Assessment of WP4 capacity-building sessions, knowledge-transfer activities and pilot implementation, together

Meeting	Timing	Location / Host	Main focus
			with preparation for the project's final impact assessment.
TPM6	M33-M36	Portugal - MINDSHIFT (WP5 leader)	Final review and evaluation of project achievements, sustainability and scalability planning, and preparation for the long-term exploitation of project results.

8. Project Implementation Approach

The implementation of **Dual VET 4.0** follows a structured and logically sequenced work plan built around five complementary Work Packages, each contributing to a distinct phase of the project while collectively supporting the achievement of its overall objectives. The implementation approach is designed to ensure a coherent progression from evidence gathering and solution design to capacity building, validation, dissemination and long-term sustainability, maintaining full alignment between identified needs, planned activities and expected project results.

Project implementation is initiated through **WP1 – Project Management and Quality Assurance**, which spans the entire project duration (M1–M36) and provides the overall coordination, quality assurance, monitoring and management framework necessary for the effective delivery of all project activities. Running in parallel during the first implementation phase, **WP2 – Comprehensive Needs Assessment** (M1–M15) establishes the project's evidence base by identifying the challenges, opportunities and capacity-building needs of Dual VET systems in Morocco and Tunisia through participatory stakeholder engagement. The findings generated under WP2 directly inform the co-design of the project solutions, ensuring that subsequent activities are evidence-based, context-specific and responsive to regional labour market demands and digital transition priorities.

Building upon the outcomes of the needs assessment, **WP3 – Building the DUALVET Nexus Academy** (M1–M36) develops the project's digital learning ecosystem, including the curriculum, online courses, training programmes and recognition mechanisms aligned with relevant European transparency and recognition frameworks. The resources developed within WP3 provide the foundation for **WP4 – Capacity Building, Knowledge Transfer and Pilot Implementation** (M21–M36), during which training activities, study visits and pilot implementation are carried out to validate the developed methodologies, learning resources and project outputs under real implementation conditions. Throughout the project lifecycle, **WP5 – Dissemination and Sustainability Roadmap** (M1–M36) supports communication, dissemination, exploitation and sustainability activities to maximise the visibility, transferability and long-term impact of the project results beyond the funded implementation period.

The overall implementation methodology follows a **Design Thinking** approach that structures the progression of activities across the Work Packages. Within this framework, **WP2** corresponds to the **Empathize**, **Define** and **Ideate** phases through

stakeholder engagement and needs identification; **WP3** represents the **Prototype** phase through the development of the DUALVET Nexus Academy, incorporating digital learning solutions and recognition tools; while **WP4** constitutes the **Test** phase through the piloting of training programmes, impact evaluation and validation of project outputs. This iterative implementation approach ensures adaptability and relevance throughout the project, supported by structured milestones, continuous partner feedback and systematic monitoring of progress against the project's objectives.

The implementation logic therefore ensures a clear transition from **needs identification** to **solution development, capacity building and validation**, and finally **dissemination and sustainability**, providing a coherent framework for delivering high-quality, evidence-based and user-centred project outcomes while maintaining consistency between the project's methodology, work plan and expected results.

9. Monitoring and Reporting

Monitoring in Dual VET 4.0 is not a separate administrative exercise but the mechanism through which the consortium verifies, on a continuous basis, that implementation remains aligned with the approved work plan and that project results meet the quality standards expected under the Grant Agreement. The detailed monitoring framework is defined in the **Quality Assurance Strategy (D1.2, MINDSHIFT, M6)**; this Protocol sets out how its outputs feed into project governance and formal reporting.

9.1 Monitoring Architecture

Project monitoring is implemented through three complementary levels, each addressing a different aspect of implementation while collectively providing a comprehensive overview of project performance.

Level	Focus	Instrument	Frequency
Process and project management	Progress against schedule, resources and implementation performance	Earned Value Management (EVM)	Continuous; consolidated at biannual follow-ups
Partnership performance	Partner participation, collaboration and implementation progress	Stakeholder surveys, collaboration indexes, TPM evaluation forms	Each TPM; annual review cycles
Product evaluation	Quality and compliance of project outputs	EQF and DigComp benchmark check sheets, EDCI compliance check sheets, peer and reverse review checklists	At each deliverable monitoring milestone

The results generated through these monitoring activities are consolidated by the **Internal Project Evaluator** using the **Balanced Scorecard Methodology** at **M18** and **M36**, providing an integrated assessment of project implementation, quality, performance and achievement of the project Key Performance Indicators (KPIs), as defined in the Quality Assurance Strategy.

9.2 Evaluation Indicators and Tools

Project performance is evaluated through the monitoring framework established in the **Quality Assurance Strategy (D1.2)**, which combines quantitative and qualitative indicators to assess implementation progress, output quality, stakeholder engagement and overall project impact.

The monitoring framework includes, among others, key quantitative indicators such as:

- more than **500 registered users** of the DUALVET Nexus Academy;
- at least **80% completion rate** across digital training modules;
- at least **30% participation** of learners from disadvantaged groups.

Qualitative monitoring complements these indicators by assessing stakeholder satisfaction, implementation quality and feedback collected during pilot activities, including the thematic analysis of WP4 evaluation results.

Monitoring activities are supported by the evaluation methodologies and assessment tools defined in the **Quality Assurance Strategy**, including **Earned Value Management (EVM)**, the **Balanced Scorecard Methodology**, **Net Promoter Score (NPS)**, **SWOT Analysis** and the **Logic Model Framework**. These instruments are applied at the stages specified in D1.2 to evaluate project implementation, learner satisfaction, quality of project outputs and the achievement of the project's expected outcomes and impact.

Responsibility for monitoring is shared across the consortium. Work Package Leaders and project partners collect implementation data and supporting evidence within their respective areas of responsibility, while the Internal Project Evaluator consolidates the collected information, analyses project performance and prepares the corresponding monitoring reports.

9.3 Reporting to the Granting Authority

Formal reporting to EACEA follows the schedule established in the Grant Agreement and is prepared by GOI in electronic printable format in English.

The **Interim Evaluation (M18)** is the consortium's principal mid-project checkpoint: all partners complete the agreed templates and submit their interim contributions, which are reviewed collectively at TPM3 in order to identify deviations and agree corrective measures before they can affect the second implementation phase. The findings of this evaluation form the substantive basis of the **Interim Report**. The **Final**

Report (M36) consolidates all activities, results and impact assessments over the full implementation period.

Milestone / Deliverable	Ref.	Lead	Due
Establishing Project Management and QA Procedures	MS1	P1-GOI	M6
Project Management Protocol	D1.1	P1-GOI	M6
Quality Assurance Strategy	D1.2	P4-MINDSHIFT	M6

10. Stakeholder Involvement

Stakeholder involvement in Dual VET 4.0 is treated as a condition of relevance rather than as a dissemination activity. Because the project seeks to strengthen dual VET systems in Tunisia and Morocco, the participation of VET providers, employers, policymakers, educators and learners determines whether the needs analysis is accurate, whether the DUALVET Nexus Academy is usable in its intended settings, and whether the results are taken up once the funding period ends.

Engagement is organised through four complementary structures:

Structure	Composition	Engagement function
Expert Board Committee	5 experts per participating country	Expert review and validation of key deliverables at major milestones
Partner stakeholder lists	Min. 15 members per partner (120 in total)	Documented, traceable national engagement base maintained under WP5
Communication Committee	One representative per partner (established M1)	Coordinates how and when the consortium reaches each audience
National dissemination conferences	Six events, one per partner country, 20+ participants each	Principal in-person channel for national-level engagement

Engagement is monitored against defined targets rather than assessed impressionistically. The following indicators apply during implementation:

- Expert Board Committee established with at least **30 members** (5 per participating country);
- Stakeholder lists established with at least **120 members** (15 per partner);
- Minimum **120 participants** across the six national dissemination events (20 per event);
- Minimum **500 VET education providers** made aware of project results;

- **80 local, regional and national institutions** aware of project outcomes (10 per partner);
- Minimum **15 transnational organisations** informed about project outcomes;
- Organisations willing to implement work packages during the project: **5 per partner in Tunisia and Morocco (20 in total)**.

Progress against these indicators is reviewed within the monitoring cycle set out in Section 9, allowing engagement shortfalls to be identified early and outreach methods to be adapted — including through direct contact, tailored messaging and local-language communication — before they can affect deliverable quality.

11. Project Follow-Up

Follow-up in Dual VET 4.0 operates on two horizons: adaptive management during implementation, and continuity of results after EU funding ends.

11.1 Follow-Up During Implementation

Follow-up during implementation is anchored in the **biannual review cycle** that begins at M6 and in the milestone structure set out in Section 9.3. Each review point compares planned against actual performance across quality, risk and budget, and produces documented corrective actions wherever deviation is identified.

The **Annual Communication Action Plans** (three in total, one per project year) translate this cycle into concrete, time-bound activity. Each plan specifies month-by-month implementation schedules, a clear allocation of responsibilities, and annual engagement targets, and is informed by the findings of the preceding annual risk and quality reviews.

11.2 Continuity Beyond the Funding Period

Beyond the funding period, continuity is secured through the **Sustainability and Scalability Strategy** developed under WP5 (T5.5, D5.4, M30). Its purpose is to convert project outputs into institutional practice by embedding project methodologies and tools within the VET frameworks of Tunisia and Morocco. This rests on three commitments:

- **Policy integration** — partner universities engage national policymakers to align project practice with regional education strategies and frameworks;
- **Localised adoption** — project tools and digital resources are integrated into VET institutions for ongoing use;
- **Defined sustainability ownership** — named partner universities assume long-term responsibility for maintaining and expanding project outcomes, supported by documented guidelines.

Continued accessibility of the **DUALVET Nexus Academy** and continued promotion of the **micro-credentials system** are the two results the consortium specifically undertakes to sustain beyond the project lifetime.

12. Interface with the Risk Management Strategy (RMS)

The Risk Management Strategy is developed and implemented by **META4** at the start of the project, in place before biannual follow-up activities begin at M6 (Task T1.3), and validated by all partners. It provides the consortium's central framework for identifying, monitoring and mitigating risk, built around a **centralised, dynamic risk register accessible to all partners** and accompanied by actionable step-by-step procedures for corrective action. The RMS forms part of the D1.1 management package, alongside this Protocol and the Budget Control Procedure.

12.1 Risk Coverage

The register addresses nine risk categories identified in the approved proposal, each mapped to the affected Work Packages, assigned a risk owner and matched with mitigation measures:

Risk category	Affected WPs
Physical risks	All WPs
Limited stakeholder engagement	WP2, WP3
Digital infrastructure challenges	WP3, WP4
Low adoption of digital tools by VET trainers	WP3, WP4
Delays in knowledge-transfer activities	WP4
Regulatory and policy misalignments	WP2, WP3
Quality-assurance challenges	WP3, WP4
Cultural and contextual differences	WP2, WP4
Sustainability risks post-project	WP4, WP5

12.2 Escalation and Reporting Path

Risk is connected to project governance through a defined escalation path:

- any partner may flag an emerging risk to META4 **at any time** through project communication channels;
- the risk landscape is reported at **each Steering Committee meeting**, with the SC holding strategic decision authority for escalated risks;
- new risks identified by Work Package Leaders are tabled at **each TPM** and added to the register;
- a **full annual review** of all risk scores is conducted at M15 and M27;

- risk status is formally reported in the **Interim Report (M20)** and the **Final Report (M36)**.

This Protocol governs the interface only. The full risk register, scoring methodology, assigned risk owners and detailed mitigation measures are set out in the RMS.

13. Interface with the Budget Control Procedure (BCP)

The Budget Control Procedure is established by **P1-GOI** as project coordinator, in cooperation with the Steering Committee and validated by all partners for consistency, transparency and alignment with the approved budget framework. It is the project's primary instrument for expenditure tracking, financial reporting and cost control, and forms part of the D1.1 management package.

The governance interface rests on a clear division of roles:

Actor	Responsibility in the budget cycle
P1-GOI (Coordinator)	Issues standardised financial reporting guidelines and templates; collects partner budget data on a six-monthly cycle; reviews submissions for compliance with the approved budget and for financial deviation or risk
All beneficiaries	Submit budget data in accordance with the agreed guidelines, formats and timelines
Steering Committee	Retains overall responsibility for budget control and timeline adherence; the body to which deviations and proposed corrective actions are escalated for decision

Financial monitoring is methodologically linked to Section 9: **Earned Value Management** provides the common basis for tracking cost and schedule together, so that budget consumption is assessed against work actually delivered rather than against time elapsed.

The detailed financial procedures — expenditure tracking, financial review, deviation management, reporting timelines and financial communication — are set out exclusively in the Budget Control Procedure.

14. Interface with the Quality Assurance Strategy (QAS)

The Quality Assurance Strategy (Deliverable D1.2) is developed by **MINDSHIFT** in its capacity as Internal Project Evaluator within the first six months of the project and validated by all partners. It provides the methodologies, indicators and monitoring milestones summarised in Section 9, covering all project activities while allowing each Work Package to have monitoring milestones tailored to its duration and nature.

The QAS connects to this Protocol at three points:

- **Structurally** — it organises quality around three pillars (process and project management, partnership performance, product evaluation), each pillar generating evidence that feeds the reporting cycle;
- **Operationally** — it assigns WP-specific monitoring tasks (T2.5, T3.8, T4.5 and T5.7), so that quality assurance is embedded within Work Package implementation rather than applied externally;
- **In governance terms** — its findings inform Steering Committee oversight, while the Expert Board Committee provides independent review of key deliverables (D2.1, D2.2, D3.2, D3.3 and D4.3) as described in Section 3.4.

The QAS is referenced but not reproduced here. Where this Protocol and the QAS both address monitoring, the **QAS is the authoritative source for methodology** and **this Protocol for governance**.



Dual VET 4.0

STRENGTHENING SYSTEMS IN TUNISIA AND MOROCCO



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