



Fostering student and graduate employability & entrepreneurship in vietnamese universities

D3.4.5 Report



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List of Acronyms

CaCe	Career Centre
FHJ	FH Joanneum
HEI	Higher Education Institution
HUST	Hanoi University of Science and Technology
IUV	Industrial University of Vinh
MOET	Ministry of Education and Training
NTU	Nha Trang University
TDMU	Thu Dau Mot University
TNU	Tay Nguyen University
TVU	Tra Vinh University
UA	University of Alicante
UC	University of Coimbra
UD	The University of Danang
USSH	University of Social Sciences and Humanities
VCCI	Vietnam Chamber of Commerce and Industry



1. INTRODUCTION

1.1. Background

Over the past decade there has been an increased focus in higher education systems on “competencies” and “skills” that students should have acquired by the time they graduate from Higher Education Institutions (HEIs), so they can be better equipped to enter the world of work and meet the needs of the labour market. Indeed, a State of the World Population report in 2014 stated that countries that meet their youth’s needs will be in a better position in the second half of the century with more educated, healthier populations, more productive workforces and growing economies, and thus the importance of supporting students in developing the skills and competences they need. The 36 OECD countries are particularly committed to helping OECD members identify and develop the right skills and turn them into better jobs and better lives. The management and reform of education systems are increasingly geared towards enabling citizens to develop the knowledge, skills, attitudes and values they need throughout life.

A year ago, the World Bank asked why is higher education vital for Vietnam? One of the most relevant findings of the World Bank report is that “The progress of East Asian economies in recent years illustrates a strong symbiotic relationship among higher education, innovation, and growth through the production of research and skills. In the case of Vietnam, higher education has a significant positive effect on household poverty and long-term earnings at the individual level, where annualised private returns to higher education are above 15 percent, one of the highest levels in the world” (World Bank, 2020).

The General Statistics Office and International Labour Organisation has reported that, in Vietnam, graduates struggle to find suitable work, appro-

priate to their experience and education (ILO, 2015), in large part due to a “skills shortage” and a “skills gap” making recruitment difficult for employers (World Bank, 2014). It is to be expected that this could still be a problem in the coming years due to the social and economic impact of the Covid-19 pandemic which is being felt on a global scale, with youth being particularly vulnerable due to the loss of entry-level jobs, as well as internships and apprenticeships, running the risk of losing touch with the labour market and becoming marginalised in informal or precarious jobs (ILO, 2020).

But employment is not the only path open to a young graduate. He or she could also decide to start their own business venture and through its successful development and growth could help further develop the country’s economy and create new jobs. The idea of starting up their own business is attractive to Vietnam’s youth, and in the country entrepreneurs are well respected, although more support for the development of entrepreneurial activities is needed, in particular training programs aimed at younger people. One of the major priorities identified by the World Bank (2020) for Vietnam is urgency to “Build capacity for universities to enhance university-industry linkages through student placement services for information and job-matching, support for the participation of industry professionals in teaching and institutional curriculum committees, industry-funded internships, and integration of entrepreneurship training into regular training programs”.

The Ministry of Education and Training (MOET) in Vietnam has in recent years issued Decisions related to career counselling, employment consulting and supporting Student’s Entrepreneurships in Higher Education Institutions. The Resolution No 29-NQ/TW in November 2013 figured out 9 tasks and solutions for socio-economic development which confirmed that HEIs should pay more attention to innovation, working skills, career ethics and develop mechanisms for the participation of employers in training quality assurance of HEIs.

As a result, more than 40 Universities, Colleges and Vocational Institutions have established their own career centres within their institutions, more than 160 under Departments/ Offices, the remainder with career counselling staff

to support students in job orientation and employment opportunities. Career Centres and Departments have conducted different activities and events to assist students, such as career orientation, employment skills training for job application, Career Days or Job Fairs for employment opportunities. In addition, more than 70 HEIs have set up common spaces for Start-up and Entrepreneurships and 30 have established Start-up Centres.

In the future, there will be more plans in terms of policy and regulations for supporting HEIs to enhance employability and entrepreneurship: (a) circulation on job counselling and supporting start-ups; (b) enhancing learners' awareness on job selection and training levels appropriate to ability and market demands; (c) implementing the project "Supporting students' entrepreneurship until 2025"; (d) encouraging HEIs to actively set up an operational mechanism between government, enterprises, training institutions and learners in order to identify and attend to employers' needs and to provide human resources, enhancing the management of training outputs for quality labour forces.

Within this context, the Erasmus+ Capacity Building in Higher Education project V2WORK "*Strengthening the Vietnamese Higher Education System to improve graduates' employability and entrepreneurship skills*" started in October 2017 with the objective of strengthening the capacities of the Vietnamese Higher Education System to improve the employability & entrepreneurship skills of its graduates, and to reinforce its relationships with the labour market, in line with the Vietnamese government's priority of improving graduate employment at a national level. The project contributed to the development of one of the key priorities of the Erasmus+ programme: to develop the Higher Education Sector within society at large.

Over the course of 3.5 years (October 2017 - April 2021), and with the active cooperation between eight Vietnamese universities, MOET, VCCI, student association AIESEC and three European universities, V2WORK has achieved its objectives of:

- Modernising career support services of & Vietnamese HEIs by building institutional & human capacities in employability and entrepreneurship skills to help them become efficient & dynamic instruments to promote & support employment & entrepreneurship among HEI students & graduates.
- Reinforcing university-enterprise relationships through the development of mechanisms to foster active involvement of enterprises in the Career Centres.
- Contributing to the development of networking among Vietnamese universities to address the lack of a unified higher education or labour market information management system.

According to the V2WORK representatives of the Vietnam Chamber of Commerce and Industry (VCCI), through this project, the employment and entrepreneurship support activities in the eight partner universities have been significantly improved in terms of both quality and quantity. The awareness of the importance of cooperation with businesses in teaching and employment support at universities has been increasingly focused and unified from higher management to teachers and employees, through the university's commitment and investment in developing and improving the quality of Career Centres (CaCes), representing one of the great achievements of the program. As a result, the universities have become more open, focused and professional in their cooperation with businesses, leading to increased connection and cooperation activities both at the level of individuals and business associations.

In addition, the establishment of a network (VEES-Net) of universities with different disciplines, capable of meeting a variety of skills and human resources requirements for the labour market, has created a great potential for the network members to continue supporting each other's development, and in finding and improving the efficiency of their cooperation with businesses. With the entrance of other Vietnamese HEIs into the network, the results achieved in this V2WORK project can be better shared throughout the whole Higher Education system, with the potential of having a great long-term impact on society in Vietnam.



1.2. About this report

The objective of the present report is twofold. On the one hand, it serves to present key results from the V2WORK project, and on the other it presents a series of good practices and recommendations for other universities in Vietnam who wish to further their own efforts to foster their students' and graduates' employability and entrepreneurship efforts.

In this report we present a model for the structure of a university Career Centre or CaCe, share information on the structure and contact details of the V2WORK partner CaCes, share good practices regarding employability, employment and entrepreneurship actions developed by the partners, and provide some recommendations on fostering these issues in the overall Higher Education System in Vietnam.



2. V2WORK

2.1. About the project

The V2WORK project was born out of an identified need for support in Vietnamese HEIs to develop and strengthen the employment and entrepreneurship services they provided to their students and graduates. The ties that existed between several of the partners, and the identification of institutions around the country willing to join in, allowed to bring together a strong consortium (Fig. 1) of three European universities and eight universities from around Vietnam with different backgrounds, specialties and institutional structures. The consortium was further strengthened by the participation of MOET, VCCI and AIESEC, each bringing in their unique viewpoint and vast network of contacts. As a result, this meant that V2WORK brought together all the key players that should be involved in student and graduate employment:

- Universities (through higher management, academics, CaCe staff and students)
- Graduates (AIESEC)
- Employers (VCCI)
- Policy Makers (MOET)



Figure 1: Map of the V2WORK partners

The development of the project was done along four main pillars (Fig. 2):

- **Analysis** of the employment and entrepreneurship situation in universities in Vietnam, and the identification of training needs and areas that require strengthening;
- **Training** of staff in the areas of employability, employment and entrepreneurship of university students and graduates;
- **Strengthening** the partners' institutional capacities through the creation or modernisation of services (Career Centres) supporting students' employability and entrepreneurship efforts, and the creation of a national network to further support cooperation at an institutional level;
- **Networking** actions to strengthen the ties between the universities and the labour market, and be able to provide policy recommendations.

These actions fed into and supported a **Proof of Concept** phase in which the partners' developed a series of online courses and new services to support their students' and graduates' employability, employment and entrepreneurship efforts.

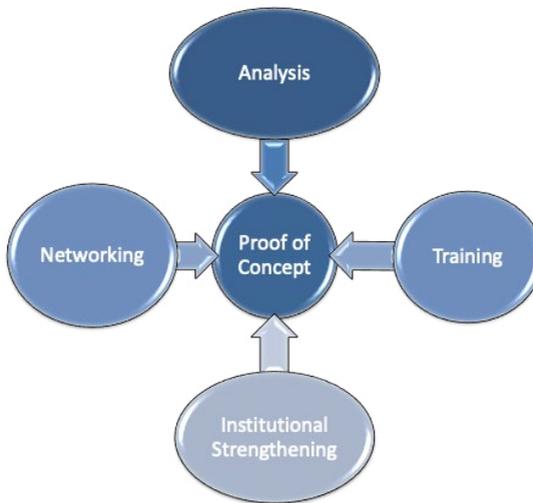


Figure 2: V2WORK project structure

2.2. Main V2WORK results

An extraordinary amount of work has been done by all of the partners in the project, leading to some strong - and sustainable - results in the eight Vietnamese universities. These results could be grouped as follows:

- **Increased capacities of the universities** to support their students' employability, employment and entrepreneurship efforts
 - Produced a report analysing graduate employment and entrepreneurship in Vietnam, as a result of the analysis of data collected from secondary sources and from surveys completed by university students, staff and graduates, as well as employers, from around the country (over 4000 respondents).
 - Increased capacities of staff (1.099 CaCe, management and academic staff trained through V2WORK training of trainers modules, replication seminars, online courses);
 - Updated organisational structure and action plan of fully-equipped CaCes;

- Increased visibility of CaCes both within and without their institutions;
 - Organised 16 Career Days in which the partners combined traditional job fairs with extra activities such as workshops, talk shows, seminars, to increase the participating students' awareness and employability skills;
 - 24 new employability, employment and entrepreneurship services (Table 1) provided to the students and graduates (one of each per partner university);
 - 9 "Enterprising Ideas Competitions" (1 per partner + a national competition "BE GREEN!") organised to stimulate students' awareness of entrepreneurship as a career path and to foster their innovative ideas by providing initial support for the development of their entrepreneurial projects;
 - 17 new online courses (Table 2) delivered to 6812 students, with design and materials shared among the consortium to be adapted by other universities.
- **Reinforced University-Enterprise relations**, resulting in increased internship and employment opportunities for students and graduates, and increased opportunities for University-Enterprise cooperation
- Organisation of 209 business brunches to bring together employers and university managers and academics to address cooperation possibilities and to identify mismatches and gaps between the labour market needs and the curricula;
 - Organisation of an Employment & Entrepreneurship Ecosystem Forum in 8 different provinces to stimulate dialogue and generate local recommendations and strategies;
 - Organisation of the National Conference on Graduate Employment and Entrepreneurship to take the discussion to the national level.
- **Policy Recommendations** through a Policy White Paper drafted in order to present the recommendations reached at the conclusion of the National Conference to further the Vietnamese Higher Education System's ability to support its graduates in finding meaningful employment, or in their entrepreneurial endeavours. These recommendations were

presented to MOET, and some of the points made are being considered for inclusion in MOET’s upcoming 5-year strategy for employment and entrepreneurship support activities in Vietnamese HEIs.

- The **Vietnam Employability and Entrepreneurship Support Network**, or **VEES-Net**, a network of Vietnamese universities to support career services to promote greater employability and develop a spirit and culture of entrepreneurship among HEIs. This network is a solid platform for future cooperation, whose impact will increase as other HEIs join.

All of this has also resulted in an increased awareness of the role Career Centres can and should play in bridging the gap between universities and the labour market, and the support they provide to both students and graduates, and the businesses who seek to employ them and to cooperate with the universities.

More information on V2WORK, together with news and publications, can be found at the project website www.v2work.eu

Table 1: New services developed by V2WORK partners

TITLE	TYPE	TARGET AUDIENCE	NUMBER USERS	PARTNER
EMPLOYABILITY SERVICES				
Introduction to Technology	Course	1 st year students	6000	HUST
Professional Presentation skills	Training course	Final year students	85	IUV
Japanese language and practical working skills courses	Training course	3rd and 4th year students	28	UD
Job skills upgrade	seminar, course, meeting	3rd and 4th year student	129 AY 2020-21	TNU
Vocational Training and Soft Skill	training course	Only final year students from selected faculties	300	NTU

Job Skills Club	Club, training	students and graduates	207	TDMU
Etiquette in Communication with Employers	training course	3rd and 4th year students	100 AY 2020-21	USSH
Utilizing the Internet for Job Finding	training course	3rd and 4th year students	100 AY 2020-21	USSH
Training Soft skills	training course	graduates and undergraduates	58	TVU
EMPLOYMENT SERVICES				
HUST WORK https://work.hust.edu.vn/#/	Online job portal	All students & graduates	11044 in 2020	HUST
Job interview skills	Training course	Final year students	112	IUV
Basic knowledge on and skill training on for tutoring employment	Training course	Current students	450	UD
CV polishing	online and offline service	All students & graduates	ongoing	TNU
Professional Job Preparation	training, face to face interview	All students & graduates	ongoing	NTU
How to prepare written business documents professionally	Training	Students	still to be delivered	TDMU
Positioning Personal Brand and Writing Successful CVs	event/ workshop	any students interested	100-200 CVs/ event	USSH
Sharpening Presentation and Public Speaking Skills	training course/ workshop/ event	any students interested	30-50/ event	USSH
Mock interview	workshop/ event	3rd and 4th year students with CV sent in advance	50	USSH
How to Write CVs	training course	3rd year students	47	TVU

ENTREPRENEURSHIP SERVICES				
HUST Innovation & Entrepreneurship Club (HIEC)	Club	HUST & non-HUST students	160	HUST
Training course on Entrepreneurship	Training course and club	2nd and 4th year students	57	IUV
Promoting activities of innovation and entrepreneurship	Club	2nd and 4th year students	677	UD
Coaching students' entrepreneurship ideas	online and offline	current students and alumni	45	TNU
Training Course on social business model and innovation and entrepreneurship	Training course	undergraduate students	86	NTU
Innovation and Entrepreneurship Space (IES)	Shared space	staff, students, student clubs	828	TDMU
Nurturing the Entrepreneurship Spirit and Start-up Coaching	online and offline	students and graduates	50	USSH
Coop store Service	Training course	graduates and undergraduates	52	TVU

Table 2: Online courses developed by V2WORK partners

TITLE	LENGTH	TARGET AUDIENCE	NUMBER PARTICIPANTS	PARTNER
Career philosophy talk show	2 hours	4 th & 5 th year students	2276	HUST
How to succeed at writing CVs and Interviews	2 hours	4 th & 5 th year students	3306	HUST
CV profile	3.5 hours	Last year student	28	IUV
Communication skills	4 hours	students	28	IUV

Soft skills training to employment opportunities	10 hours	Undergraduate students and graduates	30	UD
Basic knowledge on Entrepreneurship Innovation	10 hours	Undergraduate students and graduates	30	UD
Soft skills training	18 hours	current students and alumni	164	TNU
How to support students' entrepreneurship projects	18 hours	administrative staff and academics	25	TNU
Skills to present graduation thesis effectively	12 hours	current students	129 registered, ongoing March 2021	TNU
Text editing skills and how to write an administrative document	45 hours	undergraduate students	33	NTU
Communication and Group Working Skills	45 hours	undergraduate students	28	NTU
Job-hunting skills, CV writing and interviewing	8 hours	students	168	TDMU
Fundamental knowledge of a business project	8 hours	students	275	TDMU
Etiquette in Communication with Employers	3 hours	3rd and 4th year students	100	USSH
Utilizing the Internet for Job Finding	2 hours	3rd and 4th year students	100	USSH
Interviews	45 hours	undergraduate	49	TVU
Internship	45 hours	undergraduate	43	TVU



3. CAREER CENTRES

3.1. What is a Career Centre?

A university career centre (CaCe) is an essential structure that acts as a bridge between the university and the labour market, and contributes to the preparation of students to find and create qualified professional activities. CaCes support students and graduates in their career development by helping them acquire meaningful employability and entrepreneurship skills, find internships and jobs, and by supporting their entrepreneurial efforts.

The services provided by a Career Centre can be delivered as part of a larger unit in the university hierarchy that is dedicated to student services, by a single independent unit dedicated to student employment and entrepreneurship, or even by separate units dedicated to more specific aspects (such as one dedicated exclusively to employability and employment, and another dedicated to entrepreneurship and business support). In some cases, instead of having the service centralised for a whole university, there could be smaller offices embedded into different faculties providing similar services on a smaller scale to the students of those faculties.

3.2. Proposing a Career Centre model for Vietnamese HEIs

As part of the V2WORK project, partners came together during a group working session in November 2018 in Danang to begin working on a CaCe model for Vietnamese universities. This could be adapted in a wide variety of HEIs, or serve as a roadmap for a university that has limited resources and wants to start with a small office but with the intention to grow the service over time.

3.2.1. Strategic position within the Institution

There can be a great deal of flexibility in the positioning of the CaCe services within an institution. A CaCe can be either an independent service or office that reports directly to a representative of the university's higher management (like the Rector, a board of Directors, a Vice-Rector - usually the one responsible for student affairs or training), or the services can be provided as part of the general student support services (frequently by a student affairs office).

The services can also be centralised within a single entity, or be developed by various actors in the different faculties.

All options have pros and cons. A decentralised system means that the staff in each faculty can specialise the services they provide and the contacts they develop to better fit the particular needs of the students from their areas of knowledge. A centralised system allows for pooling of resources and to have a stronger position and role within the university hierarchy, giving it more weight when it comes to participating in discussions on university policy that impact employability and entrepreneurship. Furthermore, it can develop a much higher profile, becoming more visible to the student body and more attractive as a partner to the actors in the labour market, being easier to identify an initial contact who can help reach one's final intended target (such as teachers, researchers, students, graduates and so on).

The Head of the CaCe should in any case have sufficient autonomy to engage in discussions with any internal (academics) or external (employers) stakeholders they wish to collaborate with through the CaCe. A collaborative methodology is usually the best way to achieve good results by working together with those actors.

3.2.2. Career Centre Documentation

Like any other key department in the university, a CaCe should have a clear vision of what its purpose is, and what it wants its mission to be, what it wants to achieve in a set period of time. These should be clearly defined

in a strategic plan that is in line with the university's overall strategic plan, approved by higher management and reviewed on a periodic basis.

Like any other department of a university, a CaCe must also have a system in place to ensure accountability. It must keep a register and provide regular reports to the university of its activity, its results, how these compare to its strategic plan and the university's strategic plans, as well as any challenges that come up.

Other recommended documents would include:

- Annual work plans so the management and staff can have a clear view of the work to be developed in the coming year and identify which resources will be needed to implement the various tasks, and when.
- A Quality Assurance methodology in order to support the continuous improvement of the CaCe services. This could include templates for surveys or instructions to collect feedback from the users and collaborators of the service (students, graduates, staff, academics, employers etc.), as well as standard suggestion or complaint forms. Also, a register of the number and type of users of the various services.
- A communication and marketing plan, with clear strategies on how to communicate with the various groups of stakeholders, and a list of promotional materials and channels available to be used.
- Up-to-date database of companies and employers the centre collaborates with, including job and internship offers.
- Annual reports for updates to higher management and plans for improvement.

3.2.3. Career Centre Staff

A CaCe should have at least a minimum number of permanent employees, to ensure its proper functioning. These could include a director, perhaps a deputy director, staff dedicated to the various services provided and administrative/financial support staff (secretary, accountant etc.).

The staff members who work on specific activities related to employability, employment or entrepreneurship, should have an academic background that can provide them with a good foundation for their job, and should be provided with specialised training in their field of action. Probably, even more important than hard skills (to use the usual terms in the area), soft skills and the right profile to work on the area are important characteristics that can make a big difference considering the most interesting profiles of the staff in this activity area. Not forgetting that for some activities - such as counselling - some academic and technical background is essential or even mandatory.

In addition to the permanent staff, a CaCe should also look to involve collaborators within other parts of the university (from other services, such as IT or media technical departments, or academics who are interested in supporting their students further).

3.2.4. Career Centre Resources

In addition to well-trained staff with clearly defined roles and responsibilities, a CaCe needs to be able to count with the following:

- Physical space, well situated so it is easy to find by the university community but also by the employers. This can include:
 - Permanent office space for the staff to work in and receive students or employers,
 - A meeting room (either one specific to the CaCe or have access to other meeting rooms in the university),
 - Access to well-equipped space for workshops or trainings and large events.
- Furnishings (desks, chairs, bookshelves etc.)
- IT equipment such as
 - Computers (desktops, laptops, tablets etc.)
 - Printer/Scanner/Photocopier
 - Projector and screen or digital whiteboard
- Digital resources such as
 - CaCe website

- E-bulletin or portal for job information
- Social media channels to reach and interact with the target audience

3.2.5. Career Centre Services

There is no set list of services that a CaCe absolutely *must* provide, this will depend entirely on the institution’s priorities and the resources available, as well the evolution of the “state of art”, following the fast changes in labour market and recruitment area/activities.

Potential services could be grouped in the following categories:

- Services to support **employability**, so that students and graduates can acquire the **soft skills** expected by employers (e.g. critical thinking, leadership, teamwork, positive attitude, work ethic, communication, languages, innovation, time-management, basic IT/office skills etc.). These can be developed through:
 - Training courses (online or face-to-face),
 - Workshops,
 - Internships,
 - Relationships with mentors etc.
- Services to support **employment**, so that students have the necessary skills to look for and find a job (including part-time jobs to help support their studies), be ready to prepare a proper CV, application and interview. Including:
 - Training on how to create a strong and relevant CV,
 - Interview skills training (including organising mock interviews),
 - Setting up and managing a job portal,
 - Maintaining a database of employers who provide information on available internships and jobs,
 - Organisation of job fairs or career days,
 - Organisation of “get-to-know-you” events or “talk shows” with representatives from companies (or alumni) so students can know what kind of jobs are out there and what are the requirements, etc.

- Services to support student or graduate **internships**, where they can both acquire a number of soft skills and get an introduction (and possible future employment) to the labour market.
- Services to inspire and support **entrepreneurship** among the student body, be it at the very start of the entrepreneurial path (inspiring students to start on the path, ideas generation), helping them turn their innovative idea into a concrete business proposal, or supporting them in growing their business. Possible activities can include
 - “Talk shows”, seminars or encounters with successful entrepreneurs
 - “Hackathons” or innovative ideas competitions to help develop their creativity
 - Entrepreneurship competitions (at the ideas stage or further on), or support to participate in these competitions
 - Training on entrepreneurial skills and knowledge (e.g. using the business model canvas, preparing a business plan, identifying and contacting investors etc.)
 - Organising mentorship programmes
 - Set up space where they can develop their business (e.g. co-working space, innovation lab, business incubator etc.) and/or connect with existing incubators, local chambers of commerce or other entities that can support the start-up process
 - Coordinate with enterprises to create an investment fund for potential start-ups
- Labour market **observatory**, to identify trends in the labour market, do follow-up tracer studies on graduates’ employment etc.

3.2.6. Career Centre Stakeholders

For a CaCe to be able to deliver a good service to its students and graduates, and be a strong and relevant actor in the relations between the university and the labour market, it needs to have an in-depth awareness of the community in which it exists, and have clearly identified its key stakeholders both within and without the university. These should include the primary beneficiaries of a CaCe’s services (students & graduates), but also the rest of

internal and external communities on whose support and resources a CaCe will depend to be able to provide their services.

CaCe stakeholders include:

- **Students & Graduates** - primary beneficiaries of the CaCe's services who are also the best advocates of the CaCe among their peers. CaCes need to make sure that the services they provide are both useful and attractive to the students. It can also be useful to sub-divide them based on study years or faculties, to provide more targeted services. This should also include student unions or organisations.
- **University Higher Management** - primary supporters of the CaCe within the institution, who can ensure access to the necessary resources, and facilitate CaCe staff collaboration with other university actors and with external stakeholders.
- **Academics** - potential collaborators with the CaCes, can contribute to the implementation of activities and dissemination of CaCe among their students or can even work closely with CaCes to embed skills in an updated curriculum.
- **Alumni** - former students of the university who can be invited to return and share their experiences with the current student body, participate in CaCe activities or serve as mentors for young entrepreneurs.
- **Companies / Employers** - are key collaborators for CaCes. They provide the voice of the labour market in meetings and working sessions, provide internship and job opportunities to students and graduates, can support employability or entrepreneurship activities by delivering seminars to the students, acting as mentors, participating in juries in competitions etc. Their most visible collaboration is usually during job fairs or career days, setting up booths with information about their companies and recruitment needs.
- **Governmental bodies** - both local or regional and national government agencies are important actors that need to be considered as potential partners by CaCes. They can provide insight into employment and entrepreneurship policies, as well as information on resources available to support young entrepreneurs.

- Other institutions such as **employment agencies** or **other university CaCes**, for collaboration possibilities.

Once identified, the CaCe will need to keep an up-to-date register of these stakeholders and make sure to send targeted messages to the various groups, there is no “one size fits all” in communication. One useful action would be for the CaCe to perform a mapping exercise from time to time, to reassess their stakeholders, being sure to identify the needs of the various groups of stakeholders, as well as the challenges and benefits of interacting with each.

3.3. Career centres in V2WORK universities

Over the course of the past three and a half years, the V2WORK partners have either created, redesigned or strengthened services that support their students and graduates in developing their employability skills, finding meaningful employment, or starting their entrepreneurial journey.

With the exception of HUST, whose CaCe services are incorporated into their Student Affairs Office (which reports to the Board of Presidency), the rest of the V2WORK CaCes are all independent units that belong to their respective universities, under the supervision of either their Vice-Rector in charge of Student Affairs or Training, or directly to the Rector or Board of Rectors.

3.3.1. Hanoi University of Science and Technology

STUDENT AFFAIRS OFFICE	
Background	The main functions of HUST Student Affairs Office include: Manage, consult, and support students, enable students to maximize their ability and improve personality and skills to be more successful in study and life, to become better citizens for society and the country. This includes developing actions to support students’ employability and entrepreneurship efforts.
Where is it located in the university hierarchy	The Office is located on the University campus, consisting of 4 rooms. It is a unit equivalent to other Departments, Centres and Offices in the university hierarchy.

<p>Services provided</p>	<p>The Office provides the following services to students:</p> <ul style="list-style-type: none"> ▪ Organize programs in training jobs skills, creative start-up, internship supporting and career introduction for students. ▪ Do surveys, analyse post-graduate employment status. ▪ Advise on policies, develop, guide and supervise the implementation of regulations and regulations on learners; ▪ Organize consultancy activities, supporting students' life; ▪ Exploit, manage and grant scholarships and sponsorship for students. ▪ Advise to implement policies for students. ▪ Support learners to practice their qualities and ethics, to well fulfil the rights and responsibilities of citizens and student of Hanoi University of Science & Technology ▪ Manage, support student clubs (culture - sport, research - innovation, learning supporting, etc) and extracurricular activities. ▪ Implement other duties and tasks appointed by the President of HUST.
<p>Current number of staff</p>	<p>The Centre has 15 permanent personnel. Of which, 1 head, 2 deputy heads and 12 staff (5 men and 10 women). They are all full-time staff who receive a salary from the University.</p>
<p>Profile of career centre staff</p>	<p>Staff of the Centre comes from different backgrounds. All of them have bachelor's degrees in different fields. Among the Centre's staff, 1 deputy head and 1 staff are in charge of entrepreneurship support. Another deputy head and 3 other staff work on the employability and employment activities. Those staff received specialised training on employability, entrepreneurship counselling but the majority of them are not good at foreign languages, especially English.</p>
<p>Target</p>	<p>Target groups that the Centre aims to for employability and entrepreneurship activities:</p> <ul style="list-style-type: none"> ▪ Vietnamese students – to improve their employability skills, employment opportunities and entrepreneurship skills; ▪ Graduates – to help them find jobs after graduation; ▪ Domestic and international companies / employers – to create network among university, businesses and students, enable employers to access to suitable human resources, receive grants/ support from businesses to improve students' life/skills;
<p>Number of target who use the service per year</p>	<ul style="list-style-type: none"> ▪ In 2020, There are 549 companies and 11044 students using the job portal built and monitored by HUST Student Affairs Office; ▪ In 2019 and 2020, there are more than 60 companies and nearly 10 thousand students participated in Career days which were organized by HUST Student Affairs Office; ▪ In 2019 and 2020, HUST Student Affairs Office organized 15 online and offline vocational and entrepreneurship training courses with the participation of thousands of students.

Career centre Website and social media	https://www.hust.edu.vn/ https://ctsv.hust.edu.vn/ https://work.hust.edu.vn/#/ https://www.facebook.com/ctsv.hust.edu.vn
Head of the career centre	Prof. Dinh Van Hai, Director; Email: hai.dinhvan@hust.edu.vn

3.3.2. Industrial University of Vinh

CAREER SERVICES AND ENTREPRENEURSHIP CENTER	
Background	The Career services office was formally established on February 15, 2015, by the IUV Rector as a unit belonging to IUV International Cooperation and Training Joint Centre. In 2018, when IUV became a partner of V2WORK, the acting rector has signed the decision to establish IUV CaCe as a separate unit to apply and develop the project's activities. The centre is a business unit with income and accounting dependent on the Industrial University of Vinh. It is a bridge between the university and the labour market and aims to develop IUV students' soft skills and entrepreneurial skills; to support employability and entrepreneurship efforts; to be consulted on IUV's policy marker in terms of employability and entrepreneurship. The V2WORK project helped to modernise career support services of IUV by building institutional & human capacities in employability and entrepreneurship skills so they can become efficient & dynamic instruments to promote & support employment & entrepreneurship among students & graduates.
Where is it located in the university hierarchy	The Centre is located on the IUV campus. It is a unit equivalent to other Faculties and Offices in the university hierarchy and is organized and operated as an independent structure that reports directly to the rector of IUV.
Services provided	<p>The career centre provides the following services:</p> <ul style="list-style-type: none"> ▪ CV support ▪ Job interviews ▪ Support for Internships for students ▪ Job Portal ▪ Support to companies for recruitment ▪ Career days ▪ Entrepreneurship Competitions ▪ Connecting coaches for students to support in national level competitions ▪ Mentoring (provided by experts in the field) ▪ Training (on soft skills, interviews, etc.)

Current number of staff	At the moment, the career centre of IUV currently has 1 director, 1 vice director, plus 5 other staff (1 man, 4 women)
Profile of career centre staff	<ol style="list-style-type: none"> 1. Tran Huynh Quang- Director 2. Nguyen Thi Bich – Vice Director 3. Le My Hanh – Lecturer and staff 4. Hoang Thi Thu Hien – Lecturer and staff 5. Ha Huy Son- Technical staff 6. Ha Thi Ngo – Staff 7. Chu Thi Lan Anh- Staff <p>Staff of the Centre comes from different backgrounds. All of them have master’s degrees in the fields related to training specifications currently offered by IUV such as economics, foreign language, information technology, and accounting. Additionally, most of them were trained during the V2WORK project on how to develop new activities and courses on employability and entrepreneurship, to better help our students.</p>
Target	<p>The Centre targets:</p> <ul style="list-style-type: none"> ▪ First year students: study counselling ▪ Second year students: help them find part-time jobs ▪ Third and fourth years: help them find internship and job opportunities ▪ Graduates ▪ Companies in Thanh Hoa – Nghe An – Ha Tinh province
Number of target who use the service per year	2019-2020: About 1000 students, staffs and companies
Address:	26 Nguyen Thai Hoc str, Doi Cung Ward, Vinh City, Nghe An Province
Where can you find us online?	<p>Website: http://iuvcaee.edu.vn Facebook: https://www.facebook.com/ĐH-Công-Nghiệp-Vinh-Việc-làm-Khởi-nghiệp</p>
Head of the career centre	<p>Nguyen Thi Bich – Vice Director Email: nguyenbich1008@gmail.com</p>

3.3.3. The University of Danang

CENTER FOR STUDENT SERVICES AND ENTERPRISE RELATIONSHIP	
Background	The Centre was established under Decision No. 4392 / QD-DHDN 28/12/2017 by the President of UD under management of University of Technology and Education – the University of Danang (UTE-UD). Being a member of V2WORK, the Centre has benefited a lot, has been modernized with new equipment, consolidated with institutional documents, fostered staff with new knowledge and skills, and provided with new services.
Where is it located in the university hierarchy	The CaCe functions under the management of the Vice Rector (UTE-UD) who is in charge of Student affairs.
Services provided	<ul style="list-style-type: none"> ▪ Provide short-term training courses on soft skills for students. ▪ Introduce job opportunities for students. ▪ Organize job fairs, career days, on-campus job interviews. ▪ Attract investment capital for training thanks to the cooperation between the university and enterprises. ▪ Attract scholarships for disadvantaged students. ▪ Organize innovation and entrepreneurship activities and contest via the I&E Club.
Current number of staff	With the motto of streamlined and efficient operation, the Centre has: <ul style="list-style-type: none"> ▪ Director (concurrently); ▪ Deputy Director (concurrently); ▪ Accountant; ▪ 2 collaborators.
Profile of career centre staff	<ol style="list-style-type: none"> 1. MA. Doan Chi Thien – Director, Lecturer in Educational Management - managing the CaCe in general 2. MSc. Le Vu – Vice Director – Lecturer in Electrical Engineering - in charge of working with businesses 3. MSc. Pham Minh Tuan – Accountant 4. MSc. Ngo Thi Ngoc Hoa – MSc. in Logistics, project assistant, in charge of connection of Center to UD's higher management and event organization 5. Ms. Nguyen Thi Thanh Nga – Bc. in French, in charge of document archives
Target	<ul style="list-style-type: none"> ▪ Undergraduates ▪ Graduates ▪ Companies / employers ▪ Disabled, disadvantaged students

Number of target who use the service per year	2019-2020: 2.500 (estimated number)
Career centre Website and social media	Website: http://cace.ute.udn.vn/ Facebook: https://www.facebook.com/startupUTE
Head of the career centre	MSc. Đoàn Chí Thiện Mobile: 0903586222

3.3.4. Tay Nguyen University

OFFICE OF BUSINESS RELATIONS AND ENTREPRENEURSHIP SUPPORT	
Where is it located in the university hierarchy	The CaCe functions independently from the other departments in TNU. It is under the management of the Vice Rector who is in charge of International relations and student affairs.
Services provided	<ul style="list-style-type: none"> ▪ Career Guidance/Counselling (including CV support) ▪ Internships ▪ Support to companies for recruitment ▪ Career Days ▪ Coaching (by career centre staff, lecturers and external coaches) ▪ Training (on employment, employability, and entrepreneurship skills, secretarial skills) ▪ Services such as: CV polishing, job skills training.
Current number of staff	<p>The TNU CaCe currently has 4 staff, all women:</p> <ul style="list-style-type: none"> ▪ CaCe Director: in charge of managing the CaCe in general. ▪ One staff in charge of working with businesses for organizing career days, recruitment... ▪ One staff in charge of organizing training courses ▪ One in charge of entrepreneurship activities.
Profile of career centre staff	<p>Three of the CaCe staff are academics, who are assigned to be in charge of the CaCe. There is one staff, who is in charge of working with business, is on the payroll of the CaCe.</p> <ol style="list-style-type: none"> 1. Tong Thi Lan Chi- Lecturer of the Department of Foreign languages, MA of Linguistics 2. Duong Thi Ai Nhi- Lecturer of the Department of Economics, PhD of Economics 3. Nguyen Thi Thuy- Lecturer of the Department of Natural Sciences 4. Nguyen Thi Thao- CaCe staff <p>All of them have been trained through the V2WORK training activities, and have also received further training on entrepreneurship through several programs of the MOET.</p>

Target	<ul style="list-style-type: none"> ▪ Students (mainly last-year students for employment; 1st, 2nd and 3rd year students in other activities) ▪ Graduates / Alumni ▪ Companies / employers from Daklak province ▪ Ethnic minorities who account for roughly one third of the student population at TNU.
Number of target who use the service per year	2019-2020: 1.500 (estimated number)
Career centre Website and social media	Website: http://nhanluctaynguyen.ttn.edu.vn Facebook: https://www.facebook.com/VieclamDHTN
Head of the career centre	Tong Thi Lan Chi Email: ttlchi@ttn.edu.vn

3.3.5. Nha Trang University

CENTER FOR BUSINESS RELATIONSHIP AND STUDENT SUPPORT

Background	<p>The Student Support and Advising Centre was formally established in November, 2014, by the Rector of Nha Trang University on the basis of the Student Advisory Support Team, a unit belonging to the Department of Students Affairs. In 2018, the Centre changed its name to the Centre for Business Relations and Student Support.</p> <p>The main functions of the Centre include: Advising and assisting the Rector to implement and facilitate cooperation activities between NTU and domestic and foreign enterprises; Implementing vocational training activities to meet business needs; job orientation support; soft skills training; connecting with employers to seek internship opportunities for students.</p>
Where is it located in the university hierarchy	<p>The Centre is a unit under the management of the Vice-Rector who is in charge of training and student affairs.</p>

<p>Services provided</p>	<p>The Centre provides the following services to student:</p> <ul style="list-style-type: none"> ▪ Advising students on study plans and learning progress, scientific research and professional activities. ▪ Advising students on policies, regulations related to training, orientation activities for freshman students, writing application forms and CV, interview skills for final year students ▪ Calling for financial support from donors, companies, alumni and other organizations for outstanding and underprivileged students. ▪ Organizing exchanges and cooperation activities with businesses to help students supplement practical knowledge with professional skills to meet the needs of businesses and employers. ▪ Organizing training courses on soft skills for students. ▪ Organizing activities to attract students and successful alumni to develop school. ▪ Serving as a bridge between the University, the functional units with students on issues related to students ▪ Organizing Open days, career days, job fairs and job orientation events
<p>Current number of staff</p>	<p>The Centre has 5 permanent personnel including the Director (2 males and 3 females). They are all full-time staff and get salaries from the University. Additionally, the Centre also receives some financial resources from companies, businessmen and alumni for specific activities such as: seminars, workshops for career development, job fairs, career counselling and employment.</p>
<p>Profile of career centre staff</p>	<ol style="list-style-type: none"> 1. Mr. Do Quoc Viet, director 2. Ms. Tran Thi Nham, staff member 3. Mr. Nguyen Duc Toan, staff member 4. Ms. Dang Thi Phuong, staff member 5. Pham Thi Thu Hien, staff member <p>Staff of the Centre comes from different backgrounds. All of them have Bachelor’s degrees in the fields related to training specifications currently offered by NTU such as economics, aquaculture, information technology, accounting and social sciences. Their English skills are also poor, making it difficult for them to communicate with foreign students. However, thanks to the V2WORK project, their English skills have been improved through the English course offered by the project. They have also received specialised training on employability, entrepreneurship through the project.</p>
<p>Target</p>	<p>Target groups that the Centre aims to work with:</p> <ul style="list-style-type: none"> ▪ First year students: help them quickly adapt with new study environment ▪ Third and fourth years: help them find internships and job opportunities ▪ Companies and employers are the Centre’s main partners. It has a close relationship with nearly 40 enterprises to connect and provide information on employment and entrepreneurship to undergraduates and graduates

Number of target who use the service per year	In the past five years, Nha Trang University has signed MoUs with 111 enterprises and organizations to connect and provide information on employment and entrepreneurship to undergraduates and graduates. Each year, about 4,000 students visit and do internships at these organizations. Career counselling, career guidance, and job orientation activities implemented by the Centre are free of charge.
Career centre Website and social media	As with other units in the University, the Centre has its own web-page on the NTU website: https://vieclamnhatrang.ntu.edu.vn/ The Centre has also opened an administered some forums and social networks such as: https://www.facebook.com/vieclamnhatrang.NTU
Head of the career centre	Mr. Do Quoc Viet, Director; Email: vietdq@ntu.edu.vn ; Telephone: 0941116886

3.3.6. Thu Dau Mot University

CENTER FOR ENTERPRISE COOPERATION AND ENTREPRENEURSHIP	
Background	From April 12, 2017, the career centre was established with the name ‘Labor Market Center’. The name was changed to ‘The Center for Labor Market and Entrepreneurship’ on September 25 th , 2018, and to changed name to ‘Center for Enterprise Cooperation and Entrepreneurship’ on May 28 th , 2020.
Where is it located in the university hierarchy	CECE is an independent department under the supervisor of the Vice – Rector responsible for training.
Services provided	CECE provides the following services: <ul style="list-style-type: none"> ▪ Career Guidance/Counselling (including CV support) ▪ Support to students to find Internships ▪ Job Portal ▪ Support to companies for recruitment ▪ Career days ▪ Competitions (entrepreneurship) ▪ Connecting coaches for students to support in national level competitions ▪ Mentoring (provided by experts in the field) ▪ Implementing and managing co-working space
Current number of staff	4 full-time staff in total, including 1 director and 3 other staff (2 men, 1 woman) and 7 part-time staff (2 men, 5 women, participation depending on workload)

<p>Profile of career centre staff</p>	<p>1. Truong Thi Thuy Tien + Major: Education management (MA) + Courses: Entrepreneurship courses, Programming certificate (Vocational level) + Working experience: 14 years working at Office of training and education (Vice head), 2 years working at office of quality assurance (Head office), 2 years working at Center of Enrollment and Labor market (Vice Director), from 2017 up to now: Director of Center for Enterprise Cooperation and Entrepreneurship. + 10 years joining social activities of Youth union.</p> <p>2. Tat Trung + Major: Business Administration (MBA) + Working experience: 1 year working at Binh Duong Urban Construction One Member Company Limited; 1 year working as staff at Real Estate Company. From 3/2018 up to now: Staff of Center for Enterprise Cooperation and Entrepreneurship.</p> <p>3. Nguyen Ngoc Tram + Major: Finance – Banking (BA) + Working experience: From May/2019: Staff of Center for Enterprise Cooperation and Entrepreneurship.</p> <p>4. Pham Chi Trong + Major: Business Administration (BA). + Courses: The training course of trainers spreading the spirit of Active Citizens – Social Enterprises; The training course of Integrity and Innovation; The training course of trainers about Entrepreneurship and Innovation; The training course to improve capacity to build and develop innovative ecosystems. + Working experience: 2 years at ASD Group (Freelancer); From March/2020: Staff of Center for Enterprise Cooperation and Entrepreneurship.</p>
<p>Target</p>	<p>Specify which groups your centre targets with its services:</p> <ul style="list-style-type: none"> ▪ Students ▪ Alumni ▪ Companies ▪ Ethnic minorities (Laos): 40
<p>Number of target who use the service per year</p>	<p>From January 2019 to December 2020, our centre has supported 577 companies for recruitment notifications via email, Facebook, receiving 204 recruitment notifications when they directly come to CECE, sending out 481 CVs of students. In terms of supporting students to register driving license level A1 (motorcycle), the career centre supported 1676 students from January 2019 to December 2020. Regarding entrepreneurship activities, CECE has organized many start-up competitions, attracting around 400 students and participating with 102 projects. Simultaneously, CECE also organized some training courses, inviting mentors (inside and outside TDMU) to coach 1501 students to form and develop a start-up idea.</p>

Career centre Website and social media	Website: https://cece.tdmu.edu.vn/ Facebook page: https://www.facebook.com/CECE.TDMU https://www.facebook.com/khoinghieptdmu
Head of the career centre	Ms. Truong Thi Thuy Tien – Director of CeCe Phone number: (+84) 913 15 99 05 Email: tienttt@tdmu.edu.vn

3.3.7. University of Social Sciences and Humanities - Vietnam National University Ho Chi Minh city

CENTER FOR CAREER ORIENTATION AND HUMAN RESOURCE DEVELOPMENT	
Background	The Center for Career Orientation and Human Resource Development, formerly known as Career and Business Relations Consulting Center, was established under Decision No. 29 / QD-TCHC, dated February 23, 2009 of the President of the University of Social Sciences & Humanities. During the operation, in order to match the development trend and new tasks of training, retraining, career counselling and student support, with the consent of the University, the Centre has changed the name of Center to Career Advice and Business Relations became Center for Career Orientation and Human Resource Development under Decision No. 59 / QD-TCHC, dated March 27, 2009.
Where is it located in the university hierarchy	The CaCe functions independently from the other departments in USSH. It supports primarily students' affairs' activities, which is why it is under the management of the Vice Rector who is in charge of student affairs and scientific research.
Services provided	<ul style="list-style-type: none"> ▪ Consulting, career guidance, skills fostering, job introduction, internships for students (including CV polishing) ▪ Establish and develop relationships with businesses; ▪ Organize training activities, fostering, career counselling and student support. ▪ Provide students related services in accordance with applicable laws. ▪ Develop relationships with alumni, counselling, career guidance and student support ▪ Career Fair/ Job Fair

<p>Current number of staff</p>	<p>The USSH CaCe currently has 5 staffs, 2 women and 3 men:</p> <ul style="list-style-type: none"> ▪ CaCe Director (female): in charge of managing the CaCe in general and participation in the V2WORK project. ▪ CaCe Vice-Director (male): in charge of students’ affairs’ support. ▪ One staff (female): in charge of working with businesses for organizing career days, recruitment... ▪ One staff (male): in charge of organizing training courses ▪ One staff (male): in charge of students’ affairs support and admin work of the CaCe.
<p>Profile of career centre staff</p>	<p>The CaCe management team are academics who are assigned to be in charge of the CaCe management.</p> <p>1-Tran Le Hoa Tranh – Head of Department of Foreign Literature, Senior Lecturer of the Faculty of Literature, Ass.Prof. Dr in Literature 2-Vo Binh Nguyen – Deputy Head of Office of Students Affairs, ME of Educational Measurement and Assessment. 3-Nguyen Xuan Quang - Cace staff, MA of Philosophy 4-Ho Cam Nhung - CaCe staff, BA of English Linguistics and Literature 5-Huynh Duy Quoc Su - Cace staff, BA of Philosophy All of them have been trained through the V2WORK training activities.</p>
<p>Target</p>	<ul style="list-style-type: none"> ▪ Students (mainly last-year students for employment; 1st, 2nd and 3rd year students in other activities) ▪ Graduates ▪ Companies in Ho Chi Minh city and other nearby provinces
<p>Number of target who use the service per year</p>	<p>2019-2020: 2.500 (estimated number)</p>
<p>Career centre Website and social media</p>	<p>CaCe Website: https://nhanlucnhanvan.hcmussh.edu.vn/ CaCe Facebook: https://www.facebook.com/TTTVHNPTNNL Job Fair Facebook: https://www.facebook.com/ngayhoivieclam.hcmussh</p>
<p>Head of the career centre</p>	<p>Tran Le Hoa Tranh Email: hoatranhtran@yahoo.com</p>

3.3.8. Tra Vinh University

CAREER SERVICE CENTER	
Background	<p>Tra Vinh University (TVU) is the only university in Tra Vinh province located in the Mekong Delta, which was approved to take the educational and training mission on the young and well-trained workforce of potential human resources for the development goals of the whole Tra Vinh province as well as Vietnamese Mekong Delta area.</p> <p>Before the V2WORK project, the TVU CaCe, created on 24/01/2017, was mainly aimed to bring job opportunities for graduates and students. Since being a part of V2WORK, the centre has increased the number and types of services it provides, including services related to counselling, career guidance, job placement for students, graduates and employees or associate labour export referral at the request of individuals, foreign enterprises and organizations as prescribed by law, providing local labour force, testing, vocational training for workers and training at the request of employers more directly, systematically and professionally as well.</p>
Where is it located in the university hierarchy	<p>The TVU CaCe is one of the 12 centres at TVU that is directly dependent and managed by the Board of Rectors.</p>
Services provided	<p>The Centre offers:</p> <ul style="list-style-type: none"> ▪ Consulting on careers, jobs ▪ Supporting students for graduate internships, fieldtrip tours and internships. ▪ Providing recruitment information on website, Facebook, Zalo, E-mail, direct phone, send documents via academic advisors, faculties, and individuals ▪ Sending recruitment information to each student, business partners to organize counselling - recruitment interviews. ▪ Job fair in July and August every year, job fair day by industry groups according to business needs from March to October every year. ▪ Training Business model for students; presentation skills and calling for investment; training to build copyright understanding by teachers from the Centre and teachers from outside. ▪ Training on writing CV and participating in interviews. ▪ End-of-course activities for students preparing to graduate on labour market information, recruitment needs, identifying their own capabilities. ▪ Organizing start-up competitions for students at the school and supporting students to participate in contests of local, VCCI, Mekong Delta region and the country.

<p>Current number of staff</p>	<p>Centre personnel include 4 persons, including 3 women and 1 man.</p> <ul style="list-style-type: none"> ▪ Director in charge of the general direction of the Centre. ▪ Deputy Director in charge of foreign affairs, business cooperation, labour recruitment and export, website, in charge of start-ups and training support. ▪ Deputy Director in charge of career counselling, student survey, recruitment consulting. ▪ Specialist in charge of administrative work, clerical, accounting, Facebook administration, enrolment and training.
<p>Profile of career centre staff</p>	<ul style="list-style-type: none"> ▪ Ms. Huynh My Phuong, PhD in management, Director. ▪ Mr. Nguyen Duy, MSc in Economic Management, Deputy Director. ▪ Ms. Nguyen Thi Mai Kha, MSc Communication Management, Deputy Director. ▪ Ms. Nguyen Thi Hong Phuong, Bachelor of Business Administration, Specialist. <p>* All employees of the Centre are trained and fostered in career guidance and management, especially in the framework of V2WORKproject.</p>
<p>Target</p>	<p>The goal of the Centre aims to provide services to:</p> <ul style="list-style-type: none"> ▪ Students ▪ Graduates and Alumni ▪ Agencies, businesses and employers in the country and abroad. ▪ Students of ethnic groups, and disadvantaged families.
<p>Number of target who use the service per year</p>	<p>The number of students using the services provided by the Centre is from 5,000-6,000 students in the year of 2019 and 2020.</p>
<p>Career centre Website and social media</p>	<p>Centre website, Facebook, Zalo, TVU Broadcasting, Announcement of administrative documents, Emails, group zalo, study advisor. Website: https://dichvuvieclam.tvu.edu.vn/ Facebook page: www.facebook.com/dichvuvieclamtvu Email: tuvanvieclam@tvu.edu.vn</p>
<p>Head of the career centre</p>	<p>Ms. Huỳnh Mỹ Phương Phone: 918 831442 Email: huynhmyphuong@tvu.edu.vn</p>



4. GOOD PRACTICES

In the course of the development of the V2WORK project, the partners designed and implemented various activities aimed at either enhancing their students' employability (with skills training, improving their access to internships) etc., helping them find meaningful employment (providing training and support with CV drafting or preparation for job interviews, setting up platforms to share information on and apply to jobs, organising events putting them together with employers etc.) or finally supporting their entrepreneurial efforts (through workshops to raise awareness on entrepreneurship as a possible career path, developing activities to create an entrepreneurial ecosystem, organising training workshops on entrepreneurship skills, entrepreneurship competitions etc.).

In January 2021, the partners participated in an evaluation workshop in which they presented the results of their work to the entire consortium in order to share their experience and to receive their colleagues' feedback. This group work allowed them to identify key results in each university that were particularly successful and could potentially be of interest to other universities in Vietnam to adapt in their own institutions. Two additional "good practices" were identified corresponding to the work done by the consortium as a whole during V2WORK.

These "good practices" are presented in the present section, organised in 6 categories:

- Skills training
- Entrepreneurship training and support
- Events (Career Day or Job Fair)
- E-tools
- Networking
- Policy recommendations

4.1. Skills Training

UNIVERSITY OF DANANG	
Title of Measure	ONLINE TRAINING
Thematic field	<ul style="list-style-type: none"> ▪ Soft skills training ▪ Entrepreneurship basic knowledge training
Type of measure	Training courses
Target groups of the measure	Undergraduates and graduates of all degrees who are interested in the course
Date	<p>During the lifetime of V2WORK project, we planned and delivered 2 online courses in May and June 2020 with the support of EU partners.</p> <p>The online training is being continuously developed at the CaCe.</p>
Objectives of the measure	The courses were designed for both undergraduates and graduates with an aim to equip students with necessary soft skills to employment opportunities (such as comparison between hard skills and soft skills, top 10 skills required by employer, skills needed in 4.0 technology era) and necessary knowledges for Entrepreneurship innovation
Methodology of the measure	The courses were delivered through Moodle platform with the collaboration between CaCe and academics. The CaCe proceeded discussion with academics right after getting approval from higher management and developed the course's preparation with technical support. Academics are in charge of content and quality of the course.
Obstacles overcome	<p>The class schedule of students is dense, so students cannot arrange much time to attend.</p> <p>Limited exchanges between academics and students</p> <p>Constraints in internet transmission</p> <p>The CaCe staff had to make an effort to support the course successfully.</p>
Specific infrastructures needed	<ul style="list-style-type: none"> ▪ Moodle platform ▪ Internet
Resources developed	<ul style="list-style-type: none"> ▪ Ppt files ▪ Training manuals
Involvement of stakeholders	<ul style="list-style-type: none"> ▪ UD's academics ▪ Youth Union ▪ Network Management Team

Description of innovativeness	This is an innovative activity of the centre with the integration of content from V2WORK training material. In the past, the Centre did not focus on online training basic knowledge of entrepreneurship and job preparation for students. The online courses have brought about useful knowledge to students and given them a good impression of services of the CaCe.
Main results and outcomes	60 UTE students participated and completed the 2 online courses.
Impact	The online courses have good impacts to students with useful knowledge and to higher management with more attention to the Centre's activities
Success story	With the positive feedback from the participants, we have planned to continue the similar courses with the change and integration of participants' opinions especially in the situation of COVID-19 epidemic

TAY NGUYEN UNIVERSITY	
Title of Measure	ONLINE TRAINING
Thematic field	<ul style="list-style-type: none"> ▪ Soft skills training ▪ Entrepreneurship training
Type of measure	<ul style="list-style-type: none"> ▪ Training courses
Target groups of the measure	<ul style="list-style-type: none"> ▪ Both students and alumni of TNU who wish to upgrade their employability ▪ Staff and academics of TNU
Date	2 online courses were planned and developed during the project with the support of EU partners, and were delivered in May and June 2020. The provision of online training has been made an ongoing activity of the CaCe. A new online course (on skills of writing a graduation thesis) is going to be delivered, starting 22 March 2021.
Objectives of the measure	The online courses aim to equip participants with necessary soft skills for better employability, and with entrepreneurship knowledge.
Methodology of the measure	The courses were delivered with the joint efforts of the CaCe and academics. The CaCe worked with the academics to agree on the content and delivery format. During the courses, the CaCe staff was in charge of the technical issues whereas the academics were responsible for facilitating learning activities and feedback in Moodle.

Obstacles overcome	<p>It took time to work with busy academics to agree on the content of the courses. They were also new to delivering training via Moodle. Many participants were new to learning online (especially asynchronously). The CaCe staff had to support both academics and students during the courses but they worked well in the end.</p>
Specific infrastructures needed	<p>Moodle platform</p>
Resources developed	<p>The materials for the online course: training manuals, learning materials, video documents... These have been reserved online, and are ready for re-delivery with minor alterations and adaptations.</p>
Involvement of stakeholders	<ul style="list-style-type: none"> ▪ Academics ▪ IT staff ▪ Students' associations
Description of innovativeness	<p>Online courses of this type are innovative at TNU thanks to the support of the project. Therefore, they have been well appreciated by TNU's students. Online teaching has never been developed at TNU before this, so these online courses were a very innovative activity for both the staff, and particularly the students who were very appreciative of this new modality.</p>
Main results and outcomes	<p>There were nearly 600 TNU students and staff registered for the 2 online courses. 200 of them participated in the courses, with 56 fulfilling all the requirements for being granted certificates of completion.</p>
Impact	<p>There have been good impacts of the measures on both the students and Higher management Board of TNU. Students claimed the course beneficial to them and have been asking for more courses of similar types. Academics have been more willingly advocating on cooperating with the CaCe and delivering courses online. The Higher management now pays more attention to the activities of the CaCe. As a whole, the CaCe has been made more visible.</p>
Success story	<p>As a result of the positive responses to these courses from the participants and trainers, the CaCe has decided to continue developing new online courses. The next one will take place in March 2021</p>

NHA TRANG UNIVERSITY	
Title of Measure	VOCATIONAL TRAINING AND SOFT SKILLS WITH VIETNAM AIRLINES
Thematic field	<ul style="list-style-type: none"> ▪ Soft skills development
Type of measure	<ul style="list-style-type: none"> ▪ Training program
Target groups of the measure	For final year students from faculty of Foreign Languages, Faculty of Tourism and Faculty of Economics.
Date	The course was planned and developed during the project with the support of EU partners, and was delivered on July 24, 2020
Objectives of the measure	This training activity aims to help students to develop communication skills and how to build personal brand and image skills through vocational training and soft skills training programs.
Methodology of the measure	<ul style="list-style-type: none"> ▪ Lecture ▪ Coaching ▪ Mentoring ▪ Competition
Obstacles overcome	The biggest challenge is how to invite all flight attendant to the training course, because they are very busy with their flight schedule
Specific infrastructures needed	Room and space for practicing
Resources developed	The materials for the course.
Involvement of stakeholders	<ul style="list-style-type: none"> ▪ University leaders ▪ CaCe staff and leader ▪ Students ▪ Flight attendants from Vietnam airlines
Description of innovativeness	In early 2020, with support from V2WORK project, NTU and Flight Attendants of the Vietnam Airlines in Khanh Hoa province signed a contract in which the Vietnam Airlines committed to support NTU's students to develop professional skills through intensive training courses. The training course is one of the activities in series cooperation between NTU and Vietnam Airlines in 3 years.
Main results and outcomes	<p>Nearly 300 final year students of the Faculty of Tourism, Faculty of Foreign Languages have participated in the two training courses to date.</p> <p>In two courses, students were instructed on: how to speak impressively and sympathize with partners, how to go and how to communicate with their partners with many years of experience and years in the aviation industry, how to walk, make up, and to behave and handle some specific situations...</p>

Impact	This training program has a strong impact on students and faculty members not only at NTU. Some V2WORK partner universities want to apply this model to their university and NTU has shared the cooperation model with them.
Success story	The two courses took place successfully, bringing students a lot of valuable knowledge and skills, helping them to be more confident before graduation and step into practice to work.

HANOI UNIVERSITY OF SCIENCE AND TECHNOLOGY

Title of measure	EMPLOYABILITY SKILLS TRAINING
Thematic field	Job preparation trainings
Type of measure	Training courses
Target groups of the measure	Undergraduate students
Date	<p>The new service was developed by HUST’s Student Affairs Office and Academic Office.</p> <ul style="list-style-type: none"> ▪ Job orientation and vocational skills training events and courses have been delivered by HUST CaCe. Trainers are mostly business representatives. Teaching materials are prepared by both HUST CACE staff and business representatives. ▪ A new course named “Introduction to Technology ” was introduced to HUST freshmen since the 1st semester of the school year 2020-2021. The course was developed by HUST Academic Office and was taught by both HUST lecturers and business representatives.
Objectives of the measure	<ul style="list-style-type: none"> ▪ To help students obtain valuable experience for their future career by attending career-oriented events ▪ To help broaden mention above students’ own knowledge and nurture essential soft skills ▪ To enhance employment opportunities for students ▪ To inspire freshers since they enter university. ▪ To help students make a better study plan.
Methodology of the measure	<ul style="list-style-type: none"> ▪ Set detailed plans of training courses and send to presenters (lecturers and businessman) for their arrangement ▪ Send notification to students for registration ▪ Organize courses online or offline.
Obstacles overcome	<ul style="list-style-type: none"> ▪ One challenge is attracting the students’ interest in career orientated events and soft-skill training courses. ▪ Another challenge is preparing topics and inviting trainers/ speakers for career orientated events and soft-skill training courses so that students can gain useful, practical, and updated information/experiences.

Specific infrastructures needed	<ul style="list-style-type: none"> ▪ Seminar room, meeting room for offline courses ▪ Mobile devices, laptop, PC, internet for online courses ▪ Social networks: Facebook, email, Zalo, website
Resources developed	<ul style="list-style-type: none"> ▪ Posters ▪ Lecture notes/ pptx ▪ Detailed plan
Involvement of stakeholders	<ul style="list-style-type: none"> ▪ Office leaders ▪ CaCe staff ▪ Businesses ▪ Students ▪ Lecturers
Description of innovativeness	HUST and businesses used to focus on the 4th and 5th year when students started to do internships and prepare to graduate. Now HUST is also providing many activities about career orientation and essential soft skills for students from the first year to the third year.
Main results and outcomes	More than 6000 1st students attended “Introduction to Technology” course since 2020.
Impact	HUST has been providing many activities about career orientation and essential soft skills for students from the first year to the final year. Those training courses help students gradually improve their vocational and soft skills and knowledge about their future career. For a long-term impact, those training courses will prepare students to more easily find a job and better adapt to the working environment.
Success story	Students’ responses are mostly positive toward those training courses. Online training courses often have to close registration very quickly because of too many students registering to participate.

4.2. Entrepreneurship Training & Support

THU DAU MOT UNIVERSITY	
Title of Measure	ENTREPRENEURSHIP ECOSYSTEM BUILDING
Thematic field	Entrepreneurship support in career centres
Type of measure	Trainings/Educational programmes
Target groups of the measure	Students in 3 rd year
Date	Every year
Objectives of the measure	<ul style="list-style-type: none"> ▪ To help students participate in an entrepreneurship contest. ▪ Start-up movement for students, helping them to change their mindset about entrepreneurship.

Methodology of the measure	<ul style="list-style-type: none"> ▪ Organize entrepreneurial training courses for students. ▪ Organize workshops, seminars.
Obstacles overcome	<p>Challenges:</p> <ul style="list-style-type: none"> ▪ Lack of mentors ▪ Students’ tight schedule ▪ Students’ awareness <p>Solutions:</p> <ul style="list-style-type: none"> ▪ Build mentor program; develop networking; ▪ Create flexible activities which are suitable for students ▪ Survey students’ needs; analyse needs, make appropriate plans which meet the trend that students are expecting.
Specific infrastructures needed	Seminar rooms for activities
Resources developed	CECE provides students with the Innovation and Entrepreneurship Space (IES) to work in, sharing entrepreneurship ideas in their teams and meeting with mentors to advise on the realization of start-up ideas into specific business projects
Involvement of stakeholders	TDMU entrepreneurship activities have received support from Binh Duong Department of Science and Technology. They provided full facilities (tables, chairs, wide space...) Moreover, TDMU also invited outside mentors from the National Council for Business Startup Consulting and Support Southern Region – VCCL, as well as other universities, to guide students.
Description of innovativeness	<ul style="list-style-type: none"> ▪ Policies of the University: TDMU Leaders have issued appropriate policies, establishing a fund to support student start up activities. ▪ Create good conditions to form a specialized unit (CECE). ▪ Modern facilities to support students.
Main results and outcomes	<ul style="list-style-type: none"> ▪ Awards (Provincial, regional, ministerial). ▪ Change the mindset of the university leaders, lecturers and students in paying more attention to start-up activities. ▪ In supporting entrepreneurship activities, CECE has implemented many activities such as: forum, training courses for students, contest, lecturer-exchange, training the key lectures, and attracted more than 4000 students and lecturers.
Impact	Entrepreneurship support in career centres has had a good impact on TDMU students in developing entrepreneurship skills. Students have gained more knowledge about entrepreneurship and essential skills. It has also drawn more attention from higher management towards the Centre’s activities.

<p>Success story</p>	<p>2018:</p> <ul style="list-style-type: none"> ▪ 2nd Prize of the Southern National Entrepreneurship Competition. ▪ 1st Prize and 2nd Prize in the contest for creative start-up ideas among students in Binh Duong province. <p>2019:</p> <ul style="list-style-type: none"> ▪ 3rd prize in the contest for students with start-up ideas - SV Start-up 2019. ▪ 1st prize in IoT Start-up 2019 contest. ▪ 1st prize in Be Green contest! V2Work Enterprising Ideas Competition. ▪ 3rd Prize and 1 Encourage prize of Luong Van Can talent award. ▪ Encourage prize of contest for volunteering ideas among students in Binh Duong province. <p>2020:</p> <ul style="list-style-type: none"> ▪ 2nd prize in the National Start-up Contest. ▪ 1st prize, 2nd prize and 4 Encourage prizes of Binh Duong Start-up Innovation 2020 contest.
<p>Additional Remarks</p>	<ul style="list-style-type: none"> ▪ In 2018 TDMU has established a fund to support student's start-up ideas. ▪ From now to 2025, TDMU plans to establish an incubator to further support and develop students' start-up ideas with a team of mentors. ▪ After start-up competition, if students of the award-winning projects wish to be supported, TDMU will support resources, such as: team of mentors, full of facilities, equipment.

<p style="text-align: center;">INDUSTRIAL UNIVERSITY OF VINH</p>	
<p>Title of Measure</p>	<p>TRAINING COURSE ON ENTREPRENEURSHIP</p>
<p>Thematic field</p>	<ul style="list-style-type: none"> ▪ Entrepreneurship support in career centres
<p>Type of measure</p>	<ul style="list-style-type: none"> ▪ Training program
<p>Target groups of the measure</p>	<ul style="list-style-type: none"> ▪ The 2nd to 4th year students who are interested in this topic
<p>Date</p>	<p>The course was planned and developed during the project with the support of EU partners, and was delivered from 20th September to 10th October 2020</p>
<p>Objectives of the measure</p>	<p>The course delivered tools to successfully start with the idea generation, business model and development and finally financial management for start-ups</p>
<p>Methodology of the measure</p>	<ul style="list-style-type: none"> ▪ Lecture session ▪ Coaching ▪ Mentoring ▪ Competition

Obstacles overcome	<ul style="list-style-type: none"> ▪ Academics didn't have practical entrepreneurship knowledge for efficient coaching, so we must invite some external experts ▪ Students didn't have any knowledge about entrepreneurship at first, so the course didn't attract them
Specific infrastructures needed	Room and space for discussing and exchanging new ideas
Resources developed	<p>The materials for the course: Guidelines, posters, photos and website</p> <p>We also set up an entrepreneurship coaching club to create a space for students to exchange ideas and feedback about new projects</p>
Involvement of stakeholders	<ul style="list-style-type: none"> ▪ University leaders ▪ CaCe staff ▪ Graduates ▪ Students ▪ IUV Lecturers ▪ Specialist from Nghe An Science and Technology Department ▪ Business people
Description of innovativeness	It was the first official course about entrepreneurship organized for our students. It provided detailed definitions, methods to do innovative and creative start-up.
Main results and outcomes	The course recruited 59 students in different faculties. Most of students had their new ideas for startup after the course and would like to take part in a start-up club to Exchange ideas and implement their projects
Impact	Some mentors who were invited to consult and evaluate the students' projects had high appreciation about contents, methods and innovation in the projects
Success story	Specialists at Department of Science and Technology in Nghe An had worked with IUV high manager and have suggested to support our center with facilities, budget and human resources to develop the entrepreneurship club for IUV students

4.3. Events

UNIVERSITY OF SOCIAL SCIENCES AND HUMANITIES - VIETNAM NATIONAL UNIVERSITY HO CHI MINH CITY	
Title of Measure	JOB FAIR
Thematic field	<ul style="list-style-type: none"> Job preparation training and internships Soft skills development
Type of measure	<ul style="list-style-type: none"> Training / Educational programmes Fairs/Events
Target groups of the measure	<ul style="list-style-type: none"> Both students and alumni of USSH who wish to learn some entrepreneurship, employability and employment skills and find a job or an internship during their study-time or after graduation Staff and academics of USSH Students of colleges/ universities in Ho Chi Minh City who are interested.
Date	10/10/2019
Objectives of the measure	<ul style="list-style-type: none"> Match businesses with students for common needs: recruit and apply for jobs Equip participants with necessary soft skills for better employability, and with entrepreneurship knowledge.
Methodology of the measure	<ul style="list-style-type: none"> Prepare the programme for the event and identify key participants (including mock interviews, CV polishing service and Talkshow “Building personal brand in 4.0 era”) Invite businesses for PR, advertising their brands and recruiting students for internship, part-time and full-time jobs Invite keynote speaker for talk show Cooperate with businesses in communication and recruiting processes
Obstacles overcome	<ul style="list-style-type: none"> Involving for business participants Invite suitable singer /celebrities to attract more students to the event Find financial support /donation from businesses Volunteers recruiting and training Documentation issues Deal with event companies for good price
Specific infrastructures needed	<ul style="list-style-type: none"> Campus site: big space Electricity support Promotional products: banners, backdrop, standees, photo booth... Technology and equipment support Personal support from other departments and faculties

Resources developed	The materials for the promoting Job Fair: backdrop, photo booth, banners, standees, posters, video clips, photos... These have been reserved online and are posted on all communication channels of the CaCe as well as delivered to all participants of the event.
Involvement of stakeholders	<ul style="list-style-type: none"> ▪ USSH’s staff in other departments ▪ USSH’s faculties ▪ Students’ associations ▪ Youth Union ▪ Communication support from Media sponsors ▪ Set-up companies
Description of innovativeness	Mock interviews, CV polishing and famous celebrity’s invitation are the innovative elements which attract more students to join the event.
Main results and outcomes	More than 1000 USSH students and staff participated in the event, with nearly 900 registered at the Check-in counter and taking photos at the event Photo Booth.
Impact	<p>There have been good impacts of the measure on both the students and the Higher Management Board of USSH. Students claimed that they could find jobs and received many gifts from businesses after the event.</p> <p>Faculties in USSH have been more willing to advocate on cooperating with the CaCe and supporting to promote the event more to their partners.</p> <p>The companies which joined the event gave good feedback about the organization and the support they received from the organizers, but some of them still wished to have more 4th-year students to be interested in their offers.</p> <p>The Higher management now pays more attention to the activities of the CaCe.</p> <p>As a whole, the CaCe has been made more visible.</p>
Success story	The feedback from the participants (both companies and students) were very encouraging and that made us to be keener to organize the event next year with better preparation.

TRA VINH UNIVERSITY

Title of Measure	CAREER DAYS
Thematic field	<ul style="list-style-type: none"> ▪ Job preparation trainings ▪ Soft skills development ▪ Exchanging and sharing experiences from HR professionals, businesses, and alumni
Type of measure	Fairs/Events

Target groups of the measure	<ul style="list-style-type: none"> ▪ Students ▪ Alumni ▪ Business partners / employers
Date	Job fairs have been taking place since the Centre's establishment, and have been regular throughout the year for the demand of each faculty. In 2020, the CaCe focused on career days which will be implemented twice a year in June and November.
Objectives of the measure	To improve the employability (seminars with experts in the CDs) and employment skills, experience, knowledge, labour market information
Methodology of the measure	A Survey is implemented before and after the events. Pre-survey is sent to the students and employers to find out their aims and their wishes. Post-survey is to check their satisfaction for later events. The survey could be in papers and by online forms. First, a plan for the Career Day is delivered to and designated tasks to each faculty and other institutions in TVU. The plan is sent to businesses and enterprises as well. The CaCe is in charge of organization while the faculty is responsible for announcement for students.
Obstacles overcome	Not enough experts for sharing real experience directly in the events. The students' schedules are varied, so it is not easy for students to join. The CaCe has just changed the views on Career days and Job Fairs, therefore it is better to attract students.
Specific infrastructures needed	Internet, computers, interviewing rooms, booths
Resources developed	Website, Facebook, flyers, banners, posters are used to announce the events and share the news after the events.
Involvement of stakeholders	Department of Labour, Invalids and Social Affairs, Management Board of Economic Zones of Tra Vinh Province, Employment Service Centre of provinces, Association of Community Colleges, Department of Planning and Investment, Management Board SME project, Provincial Youth Union, Business Association of Tra Vinh province, and specially V2WORK.
Description of innovativeness	Before V2WORK we organised job fairs. These have been upgraded to broader Career Days, which are innovative because they have a larger scope and objectives. They are about more than just job recruitment, but also about career counselling, networking and skills training.
Main results and outcomes	Tangible results: CD1: 17 enterprises with and 1400 students; CD2: 20 enterprises with 3000 positions and 1000 students and graduates participated. The 2020 survey showed that 83,63% of students have jobs. Intangible results: Students have more skills in employability, employment.

Impact	Faculties and Boards at TVU and local authorities have more responsibilities and awareness for this measure for students in TVU.
Success story	As a result of the success of this measure, it has been suggested to implement more events in each faculty of TVU. In CD1, TVU-CaCe signed a cooperation agreement on comprehensive recruitment and scholarship funding for students with C.P Vietnam Livestock JSC and the Vice-General Director of the company had a seminar on sharing working environment and working experience for students at TVU. In CD2, there was a successful workshop focusing on the intern recruitment on studying and working abroad.

4.4. E-tools

HANOI UNIVERSITY OF SCIENCE AND TECHNOLOGY	
Title of Measure	HUST WORK
Thematic field	<ul style="list-style-type: none"> ▪ E-tools for career centres ▪ Job preparation trainings and Internships ▪ Job placement
Type of measure	E-tools
Target groups of the measure	<ul style="list-style-type: none"> ▪ All HUST's undergraduates and graduates ▪ All companies want to recruit HUST students
Date	The new service was developed and delivered by HUST's Student Affairs Office (HUST CaCe). The job portal was launched in 2018 and since then has been updated 3 times. Database was updated frequently.
Objectives of the measure	An online job portal created to <ul style="list-style-type: none"> ▪ Connect students with employers. ▪ Help students find all current vacancies and job offers from businesses associated with HUST and others. ▪ Help companies to recruit high quality human resources. ▪ Support students to get information about career orientation and recruitment events from leading enterprises in many fields to attend.
Methodology of the measure	<ul style="list-style-type: none"> ▪ Businesses associated with HUST upload the recruiting information to the job portal using their given accounts; ▪ Information on internship opportunities, career orientation and recruitment events are uploaded to the job portal by IT staff; ▪ Students use their university accounts to sign in and look up recruiting information and event information. They can also apply directly for jobs or internships on the portal.

Obstacles overcome	<p>Challenges are mostly technically related. IT staff need to update database frequently and maintain the server of the website. Another challenge is that HUST CaCa staff has to ensure the accuracy of every recruiting information uploaded by the businesses.</p> <p>It also takes a lot of time to re-instruct businesses (how to upload information, selecting applicants, etc) and students (how to upload CVs, creating better CVs, etc) to use the website.</p>
Specific infrastructures needed	To build and run the job portal requires good IT staff, an internet platform, database and a board network with businesses.
Resources developed	Online platform
Involvement of stakeholders	<ul style="list-style-type: none"> ▪ Office leaders ▪ CaCe staff ▪ Businesses ▪ Students
Description of innovativeness	<p>Hanoi University of Science and Technology has about 35000 students. Every year, 5,000 students (engineering, bachelor) graduate, contribute to society in many different fields. Also, tens of thousands of students study at HUST, looking for jobs with different levels and goals (such as finding opportunities to work through internships, looking for jobs to have the income to support learning and living, etc.). In parallel, thousands of companies contact the university to find potential candidates for vacancies in their units. The job portal creates a broad and trustworthy network among businesses, universities and students to encourage employability skills and improve employment opportunities for HUST students.</p>
Main results and outcomes	<p>The website has about 2500 visitors per day. In 2020, there were 549 businesses registered and uploaded recruiting information to the website. 11044 students used the recruiting services of the website.</p>
Impact	The service has become one of the most important job portals for HUST graduates and has helped to significantly improve students' employability skills and employment opportunities in recent years.
Success story	<p>Most companies consider the job portal as a useful and trustworthy recruiting channel.</p> <p>Until now, we have not received any negative comments from businesses and students using the job portal.</p>
Additional Remarks	https://work.hust.edu.vn/#/

4.5. Networking

V2WORK	
Title of measure	VEES-NET
Thematic field	<ul style="list-style-type: none"> ▪ Networking for career centres
Type of measure	<ul style="list-style-type: none"> ▪ Networks/partnerships
Target groups of the measure	<ul style="list-style-type: none"> ▪ MOET ▪ HEIs across Vietnam
Date	VEES-Net was created thanks to the joint efforts of the partners in the V2WORK Project. The official launch of the network was on 29/10/2020 in Hanoi.
Objectives of the measure	<p>VEES-NET has a vision to be a sustainable network of Vietnamese HEIs to support career services with a view to promoting greater employability and developing a spirit and culture of entrepreneurship among HEIs.</p> <p>VEES-Net aims:</p> <ul style="list-style-type: none"> ▪ To promote the employability of young higher education graduates; ▪ To promote the spirit and entrepreneurial capacity of higher education students and graduates; ▪ To focus on valuing soft skills for greater employability, in particular by identifying gaps in the labour market and recent graduates; ▪ To increase knowledge of the dynamics of insertion in the labour market; ▪ To develop a cooperative and complementary logic among network members with a view to maximizing the existing resources in each institution. ▪ To strengthen the ties between the labour market and HEIs by promoting cooperation actions between the two, with a view of improving the HEIs' understanding of the labour market needs.

<p>Methodology of the measure</p>	<p>The network was designed by the partners of the V2WORK project in a collaborative workshop that incorporated the voices of the universities, including higher management, academics, career centre staff and students, as well as government (MOET) and the business sector (VCCI).</p> <p>The network is managed by a Trustee Board that is responsible for promoting the vision and mission of the network and for defining the strategy with a view to pursuing and achieving its objectives. The Trustee Board is self-governing and establishes its own rules and other procedures consistent with the MOA.</p> <p>The Trustee Board has appointed members to an Executive Board and a Secretariat.</p> <p>The term of all the boards above is 3 year.</p> <p>The activities that the network aims to develop include: organising periodic activities and programs to promote students' employability, employment and entrepreneurship, cooperating with different stakeholders to promote the employability, employment and entrepreneurship ecosystem in Vietnam, and incorporate more new HEIs into the network.</p>
<p>Obstacles overcome</p>	<p>It took quite a long time for all founding members to agree on an MOA that mutually ensured the sustainability of the network. The members of the Boards have a heavy workload at their own HEIs and therefore could not fully contribute to proceed activities as planned.</p> <p>The founding partners however have agreed to meet at the end of March 2021 to finalize preparation for launching the first activities of the network in August 2021.</p>
<p>Involvement of stakeholders</p>	<p>The set-up of the network had the involvement of 8 HEIs and 3 supporting organizations, including the MOET, VCCI and AIESEC. Membership of the network will be extended to other Vietnamese universities.</p> <p>Businesses, local government and other associations will be considered as (strategic) partners in the network.</p>
<p>Main results and outcomes</p>	<p>A website and a Facebook page of the network were set up. Website: http://vees-net.com/vi/ Facebook page: https://www.facebook.com/VEESNet</p> <p>An MOA was signed among the founding members of the network. The 2021 working plan and three-year strategic plan have been drafted, awaiting approval from the Trustee Board.</p> <p>A membership recruitment policy has also been drafted.</p>

Impact	The first activities of the Network will be held in August 2021 as the result of joint efforts among the founding members. The members have become more committed to the development of the network, in order to promote different stakeholders' awareness of the importance of employability, employment and entrepreneurship activities for students, improve the effectiveness of the current activities and strengthen the collaboration ties among Vietnamese HEIs in the future.
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4.6. Policy Recommendations

V2WORK	
Title of measure	POLICY WHITE PAPER
Thematic field	<ul style="list-style-type: none"> ▪ Policy recommendations
Type of measure	<ul style="list-style-type: none"> ▪ Policy recommendation document
Target groups of the measure	<ul style="list-style-type: none"> ▪ Students ▪ Employers ▪ Graduates ▪ Entrepreneurs ▪ Policy Makers ▪ University community
Date	<p>The document was drafted following the National Conference on Graduate Employment and Entrepreneurship held in Ho Chi Minh City in October 2019.</p> <p>The initial conclusions and recommendations from the conference were presented to the MOET working group in April 2020, and the final policy paper completed in June 2020.</p>
Objectives of the measure	The aim of the Policy White Paper is to present the policy recommendations reached at the conclusion of the National Conference in the hopes that they may be of use to the furthering of the Vietnamese higher education system's ability to support its graduates in finding meaningful employment, or in their entrepreneurial endeavours.
Methodology of the measure	The National Policy White Paper was built using experience gained during the project, insights obtained from the Employment & Entrepreneurship Ecosystem Forum held in 8 provinces, and discussions stimulated at various panels of the National Conference and then introduced to policy makers.
Obstacles overcome	<p>Some of the data was collected from the source of the General Statistics Office, so it wasn't completely up to date.</p> <p>Heavy workloads of the members of the working group resulted in a longer time than planned needed to complete it.</p>

Involvement of stakeholders	<ul style="list-style-type: none"> ▪ The document was authored by academics from Vietnamese universities ▪ The document was reviewed and feedback given by academics from Vietnamese and European universities, as well as from representatives of the business sector (VCCI) and the student body (AIESEC)
Main results and outcomes	<p>The National Conference provided an excellent opportunity for representatives from HEIs, domestic and foreign enterprises, small and medium enterprises, as well as students, to discuss the situation of employment and entrepreneurship of students and graduates at universities throughout the country.</p> <p>Key insights include:</p> <ul style="list-style-type: none"> ▪ Finding financial support solutions and knowledge from businesses is an important task both for the career centres and the HEIs. ▪ Creating and developing networks among universities, between universities and businesses, and between universities and students is required to successfully improve graduates' employability and entrepreneurship skills.
Impact	<p>The policy white paper has been sent to MOET, as well as to other stakeholders electronically, and will be shared in future events to reach more targets.</p> <p>MOET has considered using several ideas of the paper for drafting the 5-year strategy for Vietnamese HEIs' employment and entrepreneurship supporting activities.</p>
Additional Remarks	<p>The Policy White Paper is available to download at the V2WORK website: www.v2work.eu/resource/policy-white-paper</p>



5. RECOMMENDATIONS FOR THE VIETNAMESE HIGHER EDUCATION SYSTEM

The following recommendations are an updated version of those presented in the Policy White Paper (Tran et al., 2020) resulting from the National Conference on Employment and Entrepreneurship which took place in Ho Chi Minh City on October 30 & 31, 2019, and were presented to MOET in Spring 2020. MOET has considered using several ideas from the paper in its upcoming 5-year strategy for employment and entrepreneurship support activities in Vietnamese HEIs.

5.1. On the Employability of Graduates

Supporting graduates in job hunting is one of the many tasks for Higher Education Institutions (HEIs) to perform in addition to educational training programs, scientific research, services to community, etc.

HEIs have a mission to integrate theoretical training, skills training, and work attitudes training into their educational programmes so that students can be well equipped to find meaningful jobs after graduation.

Career counselling centres in HEIs are tasked with helping students navigate career choices, become knowledgeable about the industries, be well informed about the labour market so they can, not only, find suitable jobs after graduation, but even, previously, make good choices for their future.

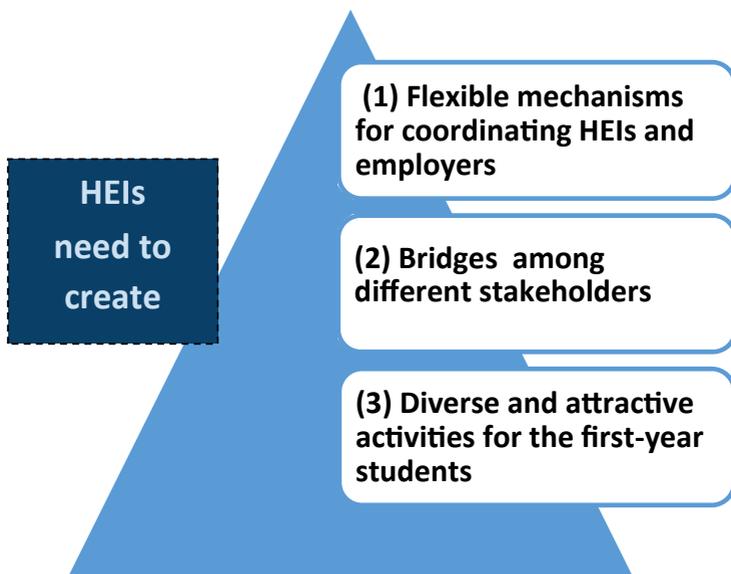


Figure 3: Three areas on which the HEIs need to focus

Given the fact that the employment data and students' capacity to look for jobs vary from region to region, HEIs need to (1) create a flexible mechanism of coordination among HEIs and employers in a creative and proactive manner; (2) create a bridge among different stakeholders to make a beneficial connection for both students and businesses; (3) create various, diverse and attractive activities for first-year students, such as company visits, entrepreneur talk shows, job fairs, career fairs, internships, career idea contests etc. by taking full advantage of business sponsorships to support skills training for students. Through this, an ecosystem can be developed which might foster employability of graduates at the end.

Enhance career orientation with career orientation clubs, extracurricular activities, promotion of individual and collective initiatives, counselling and training sessions on necessary skills for students before graduation such as foreign languages, information technology, making a good CV, interview skills, communication, attitude, cooperation, etc.

It is necessary to have an accurate forecast system of local and national human resources needs as well as connections among universities. Updating information on HEIs' career and employment websites is also essential. Both the MOET and HEIs need specific, in-depth and up-to-date policies on career orientation in training programs as well as having connections with other HEIs and different stakeholders (businesses, students, organizations, etc.)

5.2. On Entrepreneurship in HEIs:

Training in entrepreneurship skills for students is another task that HEIs should perform in addition to their educational training programs, scientific research, jobs search, etc.

Career counselling centres at the HEIs are tasked with helping students navigate their careers in relation to entrepreneurship, become knowledgeable about the industries, be well informed about the entrepreneurial ecosystem, kindle entrepreneurial spirit, develop entrepreneurial thinking on the basis of skills knowledge (problem solving, financial management, human resource management, intellectual property, capital raising skills, etc.) so as to be able to start an appropriate business after graduation.

Given the entrepreneurship situation and different entrepreneurship competencies in many regions, HEIs should organize various entrepreneurship activities such as:

- Opening refresher courses and additional training courses on entrepreneurship skills.
- Establishing entrepreneurship spaces (such as business incubator, entrepreneurship support centre, Business Alumni Club, etc.)
- Practice implementing entrepreneurship projects based on students' ideas and projects.
- Regularly organize entrepreneurship ideas competitions at different stages of start-up development and provide practical support for candidates.

In terms of business networking, the HEIs should collaborate with businesses in many activities such as:

- Inviting successful entrepreneurs over to give inspirational talks to students at job fairs, career orientation days, start-up camp fairs, admissions counselling days or mentoring, sponsoring entrepreneurship activities.
- Promoting the formation and development of entrepreneurship materials and curricula. HEIs should proactively distribute the number of credits suitable to each faculty and include them in compulsory or elective training programs in accordance with the MOET regulations.
- Organize Career counselling centres' retraining courses about entrepreneurship knowledge to gain appropriate professional skills.

The MOET and HEIs need specific, in-depth and up-to-date policies on the formation and development of entrepreneurship ecosystems in training programs as well as connections with other HEIs and stakeholders (enterprises, students, organizations, ...).

The Science and Technology Development Fund must reserve a part for the students' entrepreneurship activities. It is necessary to connect entrepreneurship training programs among HEIs. Flexible and coherent policies are needed in the use of financial resources of domestic and foreign enterprises.

Table 3: Entrepreneurship Activities

	Activity 1	Activity 2	Activity 3	Activity 4
Promoting Entrepreneurship	Open refresher courses	Establish entrepreneurship spaces	Practice implementing entrepreneurship projects	Organize entrepreneurship ideas competition
Business networking	Invite successful entrepreneurs to inspire students	Promote entrepreneurial materials and curriculum	Organize CaCe counseling services	

5.3. On Networking for HEIs

If there is one thing that has become very clear during the V2WORK project, it is the need for HEIs to collaborate with their various stakeholders in order to be able to better support their students' efforts to gain employability skills, find meaningful jobs, or start on the path to creating their own enterprises. A greater effort should be made to engage external stakeholders such as representatives from the local or national business sector, as well as other HEIs in the country or internationally. A definitive conclusion is that through collaborative work more and better results can be achieved for all the parties involved.

Collaboration with the business sector in particular is crucial. Cooperation between HEIs and the business sector could help to:

- Identify skills and knowledge gaps that need to be addressed
- Develop a skills ecosystem
- Organise joint working groups to update curricula
- Bring expertise from the private sector into the classroom (for example sharing of real business cases)
- Promote joint/collaborative research and innovation projects between universities and enterprises that can lead to interesting entrepreneurial projects
- Increase the number of internship and job opportunities available to the students and graduates

It is also important for HEIs to collaborate with others in order to join efforts, share resources and experiences in order to learn from each other. Studies or reports produced by a national network of university career centres would carry a lot more weight with representatives of the labour market or the government, than a report produced by a single university. Exchange programmes, of both students and staff, nationally and internationally, could further facilitate the transfer of knowledge and skills from one institution to another. This obviously doesn't mean a "one size fits all" but, once again, sharing resources with subsequent customisation to each reality.



6. CONCLUSIONS

The V2WORK project has produced some very strong results in the eight Vietnamese partner universities, greatly increasing their ability to support their students' employability and entrepreneurial efforts. In doing so, the project has achieved its initial objectives of modernising the career centres of these eight universities through the building of institutional and human capacities, and of reinforcing their relationships with the business sector. The skills and knowledge acquired by the staff, the institutional changes, the relationships developed with the local labour market, between the partners institutions and in particular between the individuals involved, all contribute to a sustainable change within their institutions, that will continue to provide benefits for many years to come.

But this should only be the beginning of a journey down a path to leadership and success. There is only so much that can be done in three years and with a limited budget. The V2WORK project has brought to light many areas and actions that universities can develop to further support their students. For this collaboration will be crucial. Collaboration with higher management, academics and student organisations within their own institutions, and externally with local government and the labour market. But also collaboration between universities. This is, absolutely, a continuing process and something similar to a living organism which will develop and require adaptations in the future, particularly considering the continuous changes in the field. Fortunately the V2WORK partners in Vietnam are all fully committed to continue the work started, to continue collaborating among each other and with new actors, and continue striving to do the best job they can to support their students. In this the European partners are also keen on supporting this continued development, and plans for future cooperation are being considered.



In particular, the network VEES-Net will be a crucial platform to support this continued development, and to expand the benefits to other universities in Vietnam. Through the network staff from the different career centres have a way to continue collaborating and learning from each other. They can work together to develop new action lines, create working groups to study specific issues related to entrepreneurship (including tackling more specific entrepreneurial projects like green entrepreneurship or social entrepreneurship), to discuss regulations regarding internships, to collaborate on job platforms, to do tracer studies on graduate employment, to study trends in the labour market, and so much more. As a common voice for Vietnamese universities on the issue of supporting student and graduate employability and entrepreneurship, VEES-Net can be a strong partner for MOET, continuing to contribute policy recommendations or supporting studies on the topic, among other possibilities.

**V2WORK
may be ending,
but for VEES-Net
this is just
the beginning...**



V2WORK Training of Trainers 1 “Engagement in Employability: Building and leveraging partnerships for success”. Nha Trang, July 2018.



National Conference on Graduate on Graduate Employment and Entrepreneurship and BeGreen! Enterprising Ideas Competition. Ho Chi Minh City, October 2019.



Signing of the MoA establishing VEES-Net. Hanoi, October 2020.



Electing the members of the VEES-Net governing boards. Hanoi, October 2020.



The present report presents the key results from the Erasmus+ project V2WORK “*Strengthening the Vietnamese Higher Education System to improve graduates’ employability and entrepreneurship skills*”, that ran from October 2017 to April 2021. The overall objective of the project was to strengthen the capacities of the Vietnamese HE System to improve the employability & entrepreneurship skills of its graduates, and to reinforce its relationships with the labour market, in line with the Vietnamese government’s priority of improving graduate employment at a national level.

The report presents a series of good practices in supporting students’ and graduates’ employability and entrepreneurship efforts, developed by the eight Vietnamese universities in Vietnam, together with recommendations for the Vietnamese Higher Education System, and for other universities who wish to further their own efforts, including a model for the structure of a university Career Centre.

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