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VET-WEB

Valorising Experiences

for Training in Western Balkans

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D4.2 VET WEB Sustainability Plan



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Introduction

The VET-WEB project, co-funded by the European Commission through the Erasmus+ Programme, aims to enhance vocational education and training (VET) systems in the Western Balkans, focusing on Albania and Montenegro. By addressing critical challenges such as the mismatch between educational offerings and labour market needs, the project fosters collaboration between public and private sectors to strengthen the VET ecosystem. VET-WEB is a collaborative effort among eight partners from five countries, pooling diverse expertise to bridge gaps in education, employability, and socio-economic development, particularly in rural and marginal areas.

The sustainability plan is a cornerstone of the VET-WEB initiative, designed to ensure that the project's impacts extend beyond its lifecycle. It seeks to establish enduring mechanisms for cross-border collaboration between EU and Western Balkans VET organizations. This includes the development of bilateral agreements, tools for structured mobility initiatives under Key Action 1, and practical guidelines for project implementation and management. By embedding these frameworks into the operational practices of participating organizations, the sustainability plan promotes long-term partnerships and a consistent exchange of knowledge and resources.

Through this plan, VET-WEB aspires to create a lasting legacy of improved VET practices, aligning educational outcomes with labour market demands while fostering social inclusion and economic development. The plan's actionable tools and guidelines will enable stakeholders to build resilient networks, ensuring the continued evolution of VET systems in alignment with European standards and priorities.

Framework for continued collaboration via Key Action 1 (KA1) opportunities

The Erasmus+ Key Action 1 (KA1) initiative for mobility of learners and staff in VET provides a unique opportunity for VET providers and related organizations in both the EU and the Western Balkans to engage in international learning and professional development. This action is specifically designed to support organizations that aim to organize learning mobility activities for VET learners and staff, promoting skills development and fostering cross-border collaboration.

Activities under KA1 must take place abroad, in either an EU Member State or a third country associated with the Erasmus+ Programme. Within the framework of Erasmus+, the Western



Balkans is classified as Region 1, comprising Albania, Bosnia and Herzegovina, Kosovo, and Montenegro. This classification enables organizations from these countries to actively participate in mobility initiatives, enhancing their integration into European networks and fostering mutual learning opportunities.

The KA1 mobility action is instrumental in improving the quality of both initial (IVET) and continuing (CVET) vocational education and training. It aims to strengthen key competences and transversal skills, such as language learning and digital literacy, while supporting the development of job-specific skills aligned with current and future labour market needs. By facilitating the exchange of best practices and innovative teaching methods, KA1 promotes the professional development of VET staff, including teachers, trainers, and mentors.

Additionally, KA1 activities build the capacity of VET providers to implement high-quality mobility projects and establish strong international partnerships. By making mobility a feasible and impactful opportunity for all learners, the action enhances the transparency and recognition of learning outcomes through European tools such as Europass.

Furthermore, KA1 strengthens the European dimension of teaching and learning by promoting values of inclusion, diversity, tolerance, and democratic participation. It fosters an appreciation of shared European heritage and diversity, while supporting the development of professional networks across Europe. These elements collectively contribute to creating an inclusive and innovative VET ecosystem that benefits individuals, institutions, and communities in the EU and the Western Balkans alike.

VET providers and organizations active in vocational education and training can access Erasmus+ mobility funding through two main pathways: 1) **Short-term projects for mobility of learners and staff**; 2) **Accredited projects for mobility of learners and staff**.

Applications for KA1 mobility funding must be submitted by organizations established in an EU Member State or a third country associated with the Erasmus+ Programme. These third countries include North Macedonia, Serbia, Iceland, Liechtenstein, Norway, and Türkiye.

Western Balkans countries — classified as Region 1 under Erasmus+ (Albania, Bosnia and Herzegovina, Kosovo, and Montenegro) — are not eligible to directly apply for KA1 mobility funding. Instead, organizations in the Western Balkans must collaborate with eligible applicant organizations in EU Member States or third countries associated with the Programme.

Each eligible country operates its own National Agency, which manages Erasmus+ budgets and selects a certain number of KA1 mobility projects for funding annually. To participate in these projects, it is crucial for Western Balkans organizations to establish partnerships and collaboration frameworks with their counterparts in eligible countries. Building strong



relationships with potential applicants can ensure inclusion in future mobility proposals, thereby fostering cross-border learning and capacity building.

Template documents to facilitate bilateral Memoranda of Understanding (MoU)

This section presents a comprehensive set of template documents designed to support the establishment of bilateral Memoranda of Understanding (MoUs) between EU and Balkan organizations, enabling structured and sustainable cross-border cooperation. These templates provide a practical framework for organizing, managing, and evaluating mobility activities under Erasmus+ Key Action 1 (KA1) projects.

The templates address critical aspects of collaboration, from defining roles and planning activities to monitoring outcomes and resolving conflicts. Each document serves a specific purpose and collectively, they ensure that partnerships are built on clarity, trust, and shared objectives.

The templates included in this section are:

- **ECVET MoU template.** This model of agreement is instrumental to establish trust and mutual recognition of quality assurance practices.
- **Roles and responsibilities template.** A tool for defining and assigning specific duties to each partner.
- **Activity planning template:** This tool is a structured workflow and timeline for managing project activities.
- **Learning agreement template:** Thanks to this tool, partners can set individual learning goals and validate participant outcomes.
- **Resource allocation agreement template.** A framework for detailing funding responsibilities and resource-sharing protocols.
- **Monitoring and evaluation plan template.** This tool is a guide for tracking progress and assessing project impact.
- **Conflict resolution protocol template.** Thanks to this template, partners can establish a structured approach for addressing and resolving disputes.
- **Cultural and institutional guidelines template.** Best practices for bridging cultural and organizational differences.

Each of these templates will be described in detail in the following subsections, providing practical guidance and recommendations for their effective use. Together, they form a cohesive package to support high-quality and impactful cross-border collaborations.



ECVET Memorandum of Understanding Template

The **ECVET MoU** template (Annex 1) offers a practical and structured approach for formalizing partnerships between EU and Western Balkans organizations in the context of Erasmus+ KA1 mobility initiatives. This document establishes a framework for mutual trust and cooperation, enabling efficient and transparent implementation of cross-border activities, particularly for the validation and recognition of learning outcomes.

Overview of the template

The ECVET MoU template includes key sections that guide organizations in defining their collaborative framework:

1. **Objectives of the MoU:**
 - Establish mutual trust and accept respective quality assurance, assessment, and recognition criteria.
 - Option to specify additional objectives based on the partnership's goals, such as enhancing mobility or strengthening capacity-building efforts.
2. **Details of partner organizations:**
 - Identification of all participating entities, including names, contact details, and designated representatives.
 - Flexibility to include multiple organizations, accommodating larger collaborative networks.
3. **Qualifications covered:**
 - Description of the qualifications involved, including their European and national qualification framework (EQF and NQF) levels.
 - Specification of associated learning outcomes for mobility phases, ensuring alignment with EU tools like Europass.
4. **Assessment, documentation, validation, and recognition:**
 - Agreement on procedures to assess, document, validate, and recognize learning outcomes.
 - Alignment with Erasmus+ and ECVET standards to ensure transparency and quality.
5. **Validity and review:**
 - Duration of the MoU, with options for renewal or termination.
 - Mechanisms for periodic evaluation and review to maintain relevance and effectiveness.
6. **Signatures:**
 - Sections for formal endorsements by representatives of all participating organizations.



How to fill out the template

- Begin by identifying the shared goals of the partnership and specifying these in the "Objectives" section.
- Provide complete and accurate details for each organization, including roles and responsibilities in the project.
- Define the qualifications and learning outcomes to be addressed during the mobility, ensuring clarity on how they will be assessed and validated.
- Agree on procedures for quality assurance and recognition, documenting them in the relevant section.
- Establish the timeline for the MoU's validity and schedule reviews to assess the partnership's progress.

Roles and responsibilities template

This template, provided in Annex 2, is a practical tool designed to facilitate clear communication and accountability between EU and Western Balkans organizations participating in Erasmus+ KA1 mobility initiatives. By explicitly defining the roles of each partner, the template ensures transparency and establishes a solid foundation for collaboration.

Purpose of the template

The primary aim of this template is to delineate the tasks and responsibilities of each party involved in mobility activities. Clearly assigned roles prevent misunderstandings, streamline workflows, and ensure that all aspects of the partnership are covered, from participant selection to post-mobility evaluation. The structure of the template allows for customization, making it adaptable to the unique needs of any partnership.

Guidelines for use

- 1. Initial collaboration meeting:**
Partners should hold an initial meeting to discuss and agree on their respective roles and responsibilities. Use the template as a guide during these discussions to ensure all key areas of collaboration are addressed.
- 2. Completing the template:**
Each responsibility outlined in the template (e.g., participant selection, mentorship, reporting) should be reviewed, and the appropriate checkboxes selected to indicate



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whether the task is the responsibility of the sending organization, the hosting organization, or shared. This ensures clarity from the outset.

3. **Key contacts section:**

Accurate contact details for each organization should be entered into the template to provide a direct communication channel. This is particularly important for resolving any operational issues that may arise during the project.

4. **Customization for specific needs:**

Partnerships with unique requirements can use the "Additional Notes or Agreements" section to outline any specific tasks or responsibilities not covered in the standard template.

5. **Regular review:**

It is recommended that the completed template be reviewed periodically during the project. This ensures that responsibilities remain aligned with the evolving needs of the partnership and any adjustments can be agreed upon collaboratively.

Recommendations for effective implementation

- **Foster mutual understanding.** This tool is instrumental to encourage open dialogue when completing the template to build trust and ensure all partners feel their input is valued.
- **Maintain flexibility.** While the template provides a structured framework, adapt it to suit the particular dynamics of your partnership.
- **Integrate with other tools.** We recommend to use this tool in conjunction with other templates, such as the MoU (Annex 1), to create a cohesive operational framework.

Using the template in Annex 2, organizations can establish clear and effective partnerships, ensuring the successful implementation of their KA1 mobility projects.

Activity planning template

The **Activity planning template**, added to this plan as Annex 3, is a practical tool designed to guide EU and Western Balkans organizations through the planning, implementation, and evaluation of Erasmus+ KA1 mobility projects. The central idea is to break down the workflow into clear phases and tracking milestones. In this way, the template ensures efficient coordination and successful project delivery.

Purpose of the template

This tool supports the structured management of mobility activities by providing a clear framework for each phase, from planning to evaluation. It enables partners to define responsibilities, monitor progress, and document achievements, ensuring that all aspects of the mobility project are managed effectively and aligned with Erasmus+ requirements.



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Guidelines for use

- 1. Begin with collaborative planning:**

During the initial planning phase, partners should jointly identify objectives, key activities, and expected outcomes for the mobility project. The "Workflow for mobility activities" section in Annex 3 offers a step-by-step guide to outline tasks, assign responsibilities, and track the status of each activity.
- 2. Define clear milestones and deadlines:**

The "Timeline & milestones" section helps partners set specific goals for each phase of the project, such as signing the MoU (Annex 1), finalizing learning agreements, and completing travel arrangements. Establishing realistic deadlines ensures the project stays on track and that all preparatory activities are completed before mobility begins.
- 3. Track progress and resolve issues:**

Throughout KA1 projects, partners should use the template to monitor progress by updating the status and actual completion dates for each milestone. This tool helps identify delays or challenges early, allowing for timely resolution.
- 4. Facilitate continuous communication:**

The template serves as a shared document for ongoing dialogue between sending and hosting organizations. Regular updates and reviews help maintain alignment and address any emerging concerns collaboratively.
- 5. Evaluate and document outcomes:**

At the post-mobility phase, use the template to record achievements, such as validated learning outcomes and participant feedback. These records are essential for reporting to National Agencies and for informing improvements in future mobility projects.

Recommendations for effective implementation

- **Assign a coordinator.** Designate a specific individual or team to oversee the completion and regular updates of the template.
- **Integrate the template with other tools.** Combine this template with the "Roles and responsibilities template" (Annex 2) to create a comprehensive project management framework.
- **Use digital platforms.** Consider digitizing the template for easier collaboration and updates, particularly in cross-border projects.

Following these recommendations and incorporating the "Activity planning template" from Annex 3 into their workflows, organizations can ensure a well-organized and impactful mobility experience. This structured approach not only enhances efficiency but also supports the achievement of high-quality outcomes for all stakeholders involved.



Learning agreement template

This template, provided in Annex 4, is a crucial tool for managing the learning aspects of Erasmus+ KA1 mobility projects. It establishes a clear framework for defining and documenting the individual learning goals of participants, ensuring that both the sending and hosting organizations are aligned in supporting the participant's development. This template also includes tools for recognizing and validating achievements, fostering a transparent and high-quality mobility experience.

Purpose of the template

The “Learning agreement template” formalizes the educational and developmental expectations for participants during their mobility period. Defining learning goals and anticipated outcomes, it provides a shared understanding among all stakeholders. The agreement also includes mechanisms for documenting and validating learning achievements, ensuring that the outcomes are recognized both locally and internationally.

Guidelines for use

1. **Setting learning goals:**

During the planning phase, participants, along with representatives from both the sending and hosting organizations, should collaboratively identify specific learning goals. These goals should align with the participant's professional development needs, key competences, and personal growth objectives. Annex 4 offers a structured format for categorizing goals, ensuring clarity and measurability.

2. **Defining expected outcomes:**

For each learning goal, define the expected outcomes in concrete terms. For instance, a goal to improve language skills might have an expected outcome of being able to conduct workplace conversations in the target language. These outcomes help measure the success of the mobility activity.

3. **Selecting recognition tools:**

Annex 4 includes a section for documenting the tools used to recognize learning achievements. Options include the Europass Mobility Document, Certificates of Participation, or Employer Feedback Forms. Select the tools most appropriate for the context of the mobility and ensure they are completed and shared with participants post-mobility.

4. **Formalizing the agreement:**

The learning agreement should be signed by the participant, as well as representatives of the sending and hosting organizations, prior to the start of the mobility period. This formalizes the shared commitment to achieving the outlined goals.

5. **Monitoring and reviewing progress:**



Regular check-ins during the mobility period can ensure that learning goals are being met and allow for adjustments if necessary. Upon completion, the expected outcomes should be reviewed against actual achievements, with feedback provided to the participant.

Recommendations for effective implementation

- **Involve participants in goal-setting.** Engaging participants in defining their own goals fosters ownership and motivation.
- **Ensure goals are realistic and measurable.** Objectives should be achievable within the mobility period and include specific criteria for success.
- **Leverage EUROPASS and other tools.** Use standardized documentation methods like EUROPASS to enhance the international recognition of learning outcomes.

By integrating the learning agreement template from Annex 4 into the mobility process, organizations can ensure that participants receive meaningful educational and professional benefits, while also fostering accountability and alignment among all stakeholders.

Resource allocation agreement template

The “**Resource allocation agreement template**”, provided in Annex 5, is an essential tool for ensuring transparency and accountability in managing resources for Erasmus+ KA1 mobility projects. It defines the financial responsibilities and resource-sharing arrangements between EU and Western Balkans organizations, facilitating efficient collaboration and equitable distribution of resources.

Purpose of the template

This template serves to formalize agreements on funding and resource allocation, ensuring that all parties understand their financial obligations and the non-financial contributions required to support the mobility initiative. The template helps prevent misunderstandings, fosters trust, and provides a clear reference throughout the project lifecycle.

Guidelines for use

1. **Define funding responsibilities:**
At the outset of the partnership, both sending and hosting organizations should collaboratively determine who will cover specific costs, such as participant travel, subsistence, and insurance. The funding responsibilities section in Annex 5 allows partners to clearly allocate financial obligations, ensuring that all costs are accounted for and agreed upon.



2. **Establish resource-sharing protocols:**

Partners should discuss and document the non-financial resources needed to support the mobility activities. This may include access to facilities (e.g., meeting rooms or workspaces), digital tools (e.g., e-learning platforms or software), or training materials. The resource-sharing section ensures these contributions are clearly outlined, including which partner is responsible for providing each resource.

3. **Set a timeline and payment schedule:**

The timeline and payment schedule section is critical for managing financial transactions. Partners should agree on payment milestones, amounts, and deadlines to maintain accountability and cash flow throughout the project. These details should be documented to ensure clarity and avoid disputes.

4. **Regular review and updates:**

It is recommended to review the Resource Allocation Agreement at key project milestones. This ensures that the arrangements remain relevant and adjustments can be made if circumstances change.

Recommendations for effective implementation

- **Maintain open communication.** Partners should have candid discussions about financial and resource needs during the planning phase to ensure mutual understanding and avoid conflicts.
- **Document all agreements.** Ensure that every resource and financial contribution discussed is included in the template, providing a comprehensive record of commitments.
- **Integrate with Other Templates:** Use the Resource Allocation Agreement alongside the “Roles and responsibilities template” (Annex 2) and the “Activity planning template” (Annex 3) to create a cohesive project management framework.

Thanks to the use of this template, organizations can effectively manage financial and material resources, fostering collaboration and ensuring the successful implementation of KA1 mobility projects.

Monitoring and evaluation (M&E) plan template

This **template**, provided in Annex 6, is an essential tool for systematically tracking progress and assessing the impact of Erasmus+ KA1 mobility projects. It provides a structured approach to evaluate the effectiveness of partnerships, participant outcomes, and overall project performance. By leveraging this template, organizations can ensure transparency, accountability, and continuous improvement throughout the project lifecycle.



Purpose of the template

The “M&E plan template” facilitates the measurement of project achievements against defined objectives through key performance indicators (KPIs). It also outlines procedures for gathering feedback and assessing the impact of activities, helping organizations identify strengths and areas for improvement. The use of this template ensures that all partners remain aligned on project goals and progress, while providing a framework for evidence-based decision-making.

Guidelines for use

1. Defining KPIs:

At the start of the project, partners should collaboratively define KPIs that align with the project’s objectives. For example, KPIs may include the number of sustained partnerships, the percentage of participants achieving learning outcomes, or the number of stakeholders reached through dissemination activities. The template in Annex 6 provides a clear structure to record and monitor these indicators, marking them as "Achieved," "In progress," or "Not achieved."

2. Establishing feedback and assessment procedures:

The template includes a section for regular feedback and impact assessment, which outlines specific procedures such as participant surveys, partner review meetings, and stakeholder feedback collection. These activities should be scheduled at appropriate intervals to ensure timely insights. For example, participant surveys may be conducted post-mobility, while partner review meetings might occur quarterly. Assign responsibilities for these tasks to either the sending, hosting, or both organizations to ensure accountability.

3. Creating an action plan for follow-up:

Any issues identified during the monitoring process should be recorded in the action plan section of the template. This includes specifying the action required, the deadline for completion, and the party responsible for addressing the issue. Regular updates on follow-up actions help ensure challenges are addressed effectively.

4. Summarizing progress:

At key milestones, use the "Summary of progress" section to document achievements and challenges in specific areas of the project. This summary provides a snapshot of the project’s current state, facilitating discussions on adjustments or improvements needed.

Recommendations for effective implementation

- **Encourage collaboration.** Involve all partners in defining KPIs and scheduling feedback activities to ensure alignment and shared ownership of the M&E process.
- **Use technology.** Consider using digital tools to track progress, record data, and generate reports efficiently.



- **Review periodically.** Regularly revisit the M&E Plan to ensure it remains relevant and reflective of the project’s evolving needs.
- **Focus on outcomes.** Emphasize the importance of outcomes over outputs to ensure the project delivers meaningful impact.

By using the “M&E plan template” in Annex 6, organizations can systematically monitor their mobility projects, ensuring they achieve their objectives while fostering a culture of continuous improvement and accountability.

Conflict resolution protocol template

The “Conflict resolution protocol template”, provided in Annex 7, is a vital tool for managing disputes or misunderstandings that may arise during the implementation of Erasmus+ KA1 mobility projects. This template establishes a clear, structured process for addressing conflicts in a timely and equitable manner, ensuring that partnerships between EU and Western Balkans organizations remain strong and effective.

Purpose of the template

This protocol is designed to provide a transparent framework for identifying, documenting, and resolving conflicts. Outlining specific steps and responsibilities, it minimizes disruptions and fosters trust among partners, allowing the project to progress smoothly despite occasional disagreements or challenges.

Guidelines for use

1. Conflict identification and documentation:

When a conflict arises, the first step is to document the issue in detail using the "Conflict identification and reporting" section of Annex 7. Include a description of the problem, the parties involved, and the date of occurrence. This ensures a shared understanding of the issue and provides a reference point for further actions.

2. Initiating resolution steps:

Annex 7 outlines a step-by-step process for resolving conflicts, starting with an initial discussion between the involved parties. This informal dialogue is often sufficient to clarify misunderstandings or find a mutually agreeable solution. If necessary, the process can escalate to mediation or involvement of higher authorities, such as National Agencies (NA) / National Erasmus Offices (NEO), as outlined in the "Resolution mechanisms" section.

3. Setting deadlines and monitoring progress:



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To ensure timely resolution, the "Timeline for resolution" section allows partners to establish deadlines for each step in the process. Regular updates should be recorded to track progress and ensure accountability.

4. **Follow-up and feedback:**

Once a resolution has been reached, the "Monitoring and follow-up" section provides space to document any follow-up actions required to implement the agreed-upon solution. A feedback session may also be conducted to reflect on the resolution process and identify ways to improve future collaborations.

Recommendations for effective use

- **Address issues early.** Encourage open communication to identify and address potential conflicts before they escalate.
- **Engage neutral mediators.** For more complex disputes, consider involving a neutral third party to facilitate discussions and foster compromise.
- **Use escalation sparingly.** Involve higher authorities only when all other resolution mechanisms have been exhausted.
- **Regularly review the protocol.** During project implementation, revisit the protocol with all partners to ensure it remains relevant and understood by everyone.

Incorporating the "Conflict resolution protocol template" from Annex 7, organizations can establish a structured and fair approach to managing disputes, ensuring that collaboration remains productive and focused on achieving the goals of the mobility project.

Cultural and institutional guidelines template

This template, provided in Annex 8, is an essential resource for fostering successful collaboration in Erasmus+ KA1 mobility projects. It addresses the challenges that arise from cultural and organizational differences, offering best practices to build mutual understanding, trust, and effective partnerships between EU and Western Balkans organizations.

Purpose of the template

The template is designed to help partners navigate differences in communication styles, organizational practices, and cultural norms. By providing clear guidelines, it supports the development of respectful and productive relationships, reducing the potential for misunderstandings or conflicts.

Guidelines for use

1. Preparation and orientation:



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Before beginning the project, all partners should review the "Understanding Cultural Differences" section in Annex 8. This section provides practical advice on adapting to varying communication styles, decision-making approaches, and time management preferences. To ensure readiness, consider conducting cultural orientation sessions for both staff and participants.

2. **Clarifying roles and practices:**

During the initial collaboration meetings, use the "Bridging Organizational Differences" section to discuss and align on administrative procedures, reporting standards, and supervision methods. Understanding institutional structures early on ensures smoother workflows and avoids potential confusion.

3. **Fostering trust and collaboration:**

The "Building mutual trust" section offers strategies for creating a collaborative environment. Regular communication through agreed channels (e.g., meetings, emails) helps maintain transparency and builds confidence among partners. Including cultural exchange activities, such as shared meals or cultural presentations, can deepen mutual respect and understanding.

4. **Preventing and resolving conflicts:**

To prevent cultural or institutional disputes, encourage open communication and early identification of concerns. Refer to the "Conflict Prevention and Resolution" section for strategies to address misunderstandings respectfully and effectively. If disputes persist, consider involving a neutral facilitator to mediate discussions.

Recommendations for effective implementation

- **Promote inclusivity.** Ensure all partners and participants feel heard and respected by fostering an open and inclusive atmosphere.
- **Tailor to specific needs.** While Annex 8 provides general guidelines, adapt them to reflect the specific cultural and organizational contexts of the partners involved.
- **Integrate across project phases.** Use the template at every stage of the project, from planning and implementation to evaluation, to maintain alignment and cohesion.

Adopting this template, partners can build resilient and harmonious relationships, ensuring the success of their mobility projects while enriching the collaboration experience for all stakeholders.



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Operational package to develop KA 1 proposals to enhance structured collaboration opportunities

The operational package outlined in this sustainability plan is designed to support organizations in developing robust and impactful Key Action 1 (KA1) proposals under the Erasmus+ Programme. It provides a set of tools, templates, and recommendations to help VET providers and their partners establish structured and sustainable collaborations. By integrating these resources, organizations can streamline the proposal development process, align with Erasmus+ objectives, and foster long-term partnerships that promote mobility and capacity-building initiatives.

This package leverages the annexes included in the sustainability plan, offering a comprehensive framework for managing KA1 projects from planning to evaluation. It ensures that proposals are built on clear agreements, transparent roles, and achievable goals, enhancing the quality and effectiveness of mobility activities.

Key elements of the operational package

The **Roles and responsibilities template** (Annex 2) is a foundational tool for defining the duties of sending and hosting organizations. By clearly delineating tasks and expectations, this template promotes accountability and ensures that all aspects of the mobility project are covered in the proposal.

The **Activity planning template** (Annex 3) provides a detailed workflow for each stage of the project, including planning, implementation, and evaluation. It also includes timelines and milestones, enabling organizations to present a structured approach to National Agencies when submitting their proposals.

For outlining participant goals and learning outcomes, the **Learning Agreement Template** (Annex 4) is essential. This document ensures that proposals include specific, measurable objectives for participants and detail how their achievements will be documented and recognized, such as through Europass.

The **Resource allocation agreement template** (Annex 5) allows organizations to clearly define funding responsibilities and resource-sharing arrangements. Proposals that include this level of financial and logistical detail are more likely to meet Erasmus+ quality standards and secure funding.

The **Conflict resolution protocol** (Annex 7) and the **Cultural and institutional guidelines** (Annex 8) further enhance proposals by demonstrating a proactive approach to managing potential challenges. These documents reflect a commitment to fostering effective



communication, resolving disputes, and bridging cultural differences—all critical aspects of successful cross-border collaborations.

Using the package for proposal development

Organizations should begin by collaboratively completing the templates provided in the annexes. This collaborative process helps partners align their goals, clarify expectations, and define the structure of their KA1 project. Each template is designed to address a specific aspect of proposal development, from setting learning objectives and allocating resources to outlining workflows and managing conflicts.

The completed templates can then be integrated into the proposal document, providing National Agencies with a clear and comprehensive overview of the planned activities, responsibilities, and outcomes. By incorporating these structured tools, organizations demonstrate their readiness to manage mobility projects effectively, increasing the likelihood of funding approval.

In summary, the operational package equips organizations with the tools and guidance needed to develop high-quality KA1 proposals. By combining the resources in this package with the recommendations provided in the sustainability plan, organizations can establish structured and impactful collaborations that align with the strategic priorities of Erasmus+.

Guidelines, recommendations & best practices to implement and manage KA 1

Implementing and managing Key Action 1 (KA1) mobility projects under Erasmus+ requires a structured approach, clear communication, and effective collaboration between partners. This section consolidates guidelines, recommendations, and best practices to help organizations achieve their objectives efficiently while fostering sustainable and impactful partnerships. Drawing from the tools and templates outlined in the annexes, these recommendations provide practical strategies to address common challenges, maximize participant outcomes, and ensure project success.

The guidelines focus on fostering mutual understanding, creating alignment among partners, and addressing operational aspects such as planning, resource allocation, and conflict resolution. By incorporating these practices, organizations can enhance the quality, transparency, and sustainability of their mobility projects.



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DOs & DON'Ts table

DOs	DON'Ts
Foster open communication among all partners from the start.	Don't assume roles and responsibilities without discussion.
Adapt templates (Annexes 1-8) to the specific needs of the partnership.	Don't use templates rigidly without customization.
Engage participants in defining their learning goals (Annex 4).	Don't overlook the importance of measurable and realistic goals.
Use EUROPASS and other tools to document and validate outcomes.	Don't delay the validation and recognition of learning outcomes.
Regularly review and update the Activity Plan (Annex 3).	Don't neglect periodic checks to ensure progress.
Clearly document financial and resource-sharing agreements (Annex 5).	Don't leave resource allocation or financial responsibilities ambiguous.
Address potential conflicts early using the Conflict Resolution Protocol (Annex 7).	Don't escalate disputes unnecessarily without attempting resolution.
Promote inclusivity and cultural understanding through Annex 8.	Don't ignore cultural differences or impose one-sided practices.
Assign coordinators for key tasks and monitor progress regularly.	Don't leave responsibilities unassigned or accountability unclear.

The effective implementation and management of Erasmus+ KA1 mobility projects rely heavily on structured processes and collaborative approaches. A key strategy is the use of standardized templates, such as those provided in the annexes of this plan. These templates streamline project management by clearly defining roles, responsibilities, resource allocation, and planning steps. However, to maximize their effectiveness, these templates should not be applied rigidly; instead, they should be adapted to suit the specific needs and dynamics of each partnership, ensuring relevance and practicality.

Collaborative planning is another cornerstone of successful mobility projects. Engaging all partners in the early stages of project development fosters a sense of shared ownership and ensures alignment on goals and strategies. This cooperative approach builds mutual trust among stakeholders and lays the groundwork for a successful partnership, increasing the likelihood of achieving project objectives.

Transparency and thorough documentation are essential for minimizing misunderstandings and maintaining accountability. Clearly recording agreements, decisions, and progress at every stage of the project ensures that all partners have a shared reference point. This not only facilitates smoother operations but also provides a framework for resolving any disputes that may arise.



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Participant outcomes should remain a central focus of all mobility activities. By actively involving participants in setting clear, achievable learning goals, organizations can foster motivation and engagement. Using tools like Europass to validate and recognize their achievements further enhances the value of the mobility experience, ensuring that it is both meaningful and widely recognized.

Finally, while robust planning is critical, the ability to remain flexible and adaptable is equally important. Projects often encounter unforeseen challenges or changes, and being prepared to adjust roles, timelines, or expectations helps maintain project momentum. This adaptability also contributes to partner satisfaction, as it demonstrates a willingness to collaboratively navigate difficulties and achieve shared success.

Conclusion

The VET-WEB project has laid the groundwork for a transformative approach to VET) in the Western Balkans, fostering cross-border collaboration, enhancing institutional capacities, and aligning training with labour market needs. Its legacy is a suite of practical tools, methodologies, and frameworks that empower VET providers, public institutions, and enterprises to continue building sustainable partnerships and advancing mobility initiatives.

The project's outputs—such as the template documents for Memoranda of Understanding (MoUs), operational packages for Key Action 1 (KA1) proposals, and actionable guidelines—represent a durable resource that stakeholders can adapt to their unique contexts. By leveraging these tools, organizations can sustain and expand the project's impact, ensuring alignment with European priorities and fostering greater inclusion and employability across the region.

The conclusion of the VET-WEB project is not an endpoint but a call to action. Stakeholders across the Western Balkans and Europe are urged to champion the tools and practices developed during the project, embedding them into their operations and sharing their successes with the broader VET community. Policymakers, VET providers, and enterprises must collaborate to maintain the momentum created by the project, scaling its methodologies to reach new regions and communities. Together, these efforts can ensure that the VET-WEB project's vision of a cohesive, innovative, and inclusive VET ecosystem continues to thrive and evolve.



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Annexes

Annex 1



Memorandum of Understanding



'File code' of the Memorandum of Understanding (optional)

Remove if not necessary

1. Objectives of the Memorandum of Understanding

The Memorandum of Understanding¹ (MoU) forms the framework for cooperation between the competent institutions. It aims to establish mutual trust between the partners. In this Memorandum of Understanding partner organisations mutually accept their respective criteria and procedures for quality assurance, assessment, validation and recognition of knowledge, skills and competence for the purpose of transferring credit.

Are other objectives
agreed on? Please tick
as appropriate

No

Yes – these are: **insert information**

¹ For more information and guidance on the establishment of a MoU please refer to the ECVET User's Guide: 'Using ECVET for geographical mobility (2012) - Part II of the ECVET Users' Guide - Revised version – including key points for quality assurance' – available at: http://www.ecvet-projects.eu/Documents/ECVET_Mobility_Web.pdf



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2. Organisations signing the Memorandum of Understanding

Organisation 1

Country	
Name of organisation	
Address	
Telephone/fax	
E-mail	
Website	
Contact person	Name
	Position
Telephone/fax	
E-mail	

Organisation 2

Country	
Name of organisation	
Address	
Telephone/fax	
E-mail	
Website	
Contact person	Name
	Position



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Telephone/fax	
E-mail	

Organisation 3 (remove table if not necessary)

Country	
Name of organisation	
Address	
Telephone/fax	
E-mail	
Website	
Contact person	Name
	Position
Telephone/fax	
E-mail	

Organisation 4 (remove table if not necessary)

Country	
Name of organisation	
Address	
Telephone/fax	
E-mail	
Website	



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Contact person	Name
	Position
Telephone/fax	
E-mail	

Organisation 5 (remove table if not necessary)

Country	
Name of organisation	
Address	
Telephone/fax	
E-mail	
Website	
Contact person	Name
	Position
Telephone/fax	
E-mail	

Organisation 6 (remove table if not necessary)

Country	
Name of organisation	
Address	
Telephone/fax	



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E-mail	
Website	
Contact person	Name
	Position
Telephone/fax	
E-mail	

add more tables if necessary – remove page if not necessary

3. Other organisations covered by this Memorandum of Understanding (if appropriate)

Explanatory note:

For MoUs established within a broader context (such as agreements set up by sector based organisations, chambers, regional or national authorities) a list of organisations (VET providers, companies, etc.) who are able to operate in the framework of the MoU can be added. This list can consist of their names or it can refer to the type of VET providers. The list can be included as an annex.

insert information here or remove if not necessary

4. The qualification(s) covered by this Memorandum of Understanding

Qualification 1

Country	
Title of qualification	



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EQF level (if appropriate)	
NQF level (if appropriate)	
Unit(s) of learning outcomes for the mobility phases (refer to enclosure in the annex, if applicable)	
Enclosures in annex - please tick as appropriate	<input type="checkbox"/> Europass Certificate Supplement <input type="checkbox"/> The learning outcomes associated with the qualification <input type="checkbox"/> Description of the unit(s) of learning outcomes for the mobility <input type="checkbox"/> Other: please specify

Qualification 2

Country	
Title of qualification	
EQF level (if appropriate)	
NQF level (if appropriate)	
Unit(s) of learning outcomes for the mobility phases (refer to enclosure in the annex, if applicable)	
Enclosures in annex - please tick as appropriate	<input type="checkbox"/> Europass Certificate Supplement <input type="checkbox"/> The learning outcomes associated with the qualification <input type="checkbox"/> Description of the unit(s) of learning outcomes for the mobility <input type="checkbox"/> Other: please specify



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Qualification 3 (remove table if not necessary)

Country	
Title of qualification	
EQF level (if appropriate)	
NQF level (if appropriate)	
Unit(s) of learning outcomes for the mobility phases (refer to enclosure in the annex, if applicable)	
Enclosures in annex - please tick as appropriate	<input type="checkbox"/> Europass Certificate Supplement <input type="checkbox"/> The learning outcomes associated with the qualification <input type="checkbox"/> Description of the unit(s) of learning outcomes for the mobility <input type="checkbox"/> Other: please specify

Qualification 4 (remove table if not necessary)

Country	
Title of qualification	
EQF level (if appropriate)	
NQF level (if appropriate)	
Unit(s) of learning outcomes for the mobility phases (refer to enclosure in the annex, if applicable)	



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Enclosures in annex - please tick as appropriate	<input type="checkbox"/> Europass Certificate Supplement <input type="checkbox"/> The learning outcomes associated with the qualification <input type="checkbox"/> Description of the unit(s) of learning outcomes for the mobility <input type="checkbox"/> Other: please specify
--	--

Qualification 5 (remove table if not necessary)

Country	
Title of qualification	
EQF level (if appropriate)	
NQF level (if appropriate)	
Unit(s) of learning outcomes for the mobility phases (refer to enclosure in the annex, if applicable)	
Enclosures in annex - please tick as appropriate	<input type="checkbox"/> Europass Certificate Supplement <input type="checkbox"/> The learning outcomes associated with the qualification <input type="checkbox"/> Description of the unit(s) of learning outcomes for the mobility <input type="checkbox"/> Other: please specify

Qualification 6 (remove table if not necessary)

Country	
Title of qualification	
EQF level (if appropriate)	
NQF level (if appropriate)	



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<p>Unit(s) of learning outcomes for the mobility phases (refer to enclosure in the annex, if applicable)</p>	
<p>Enclosures in annex - please tick as appropriate</p>	<p><input type="checkbox"/> Europass Certificate Supplement</p> <p><input type="checkbox"/> The learning outcomes associated with the qualification</p> <p><input type="checkbox"/> Description of the unit(s) of learning outcomes for the mobility</p> <p><input type="checkbox"/> Other: please specify</p>

add more tables if necessary – remove page if not necessary

5. Assessment, documentation, validation and recognition

By signing this Memorandum of Understanding we confirm that we have discussed the procedures for assessment, documentation, validation and recognition and agree on how it is done.

6. Validity of this Memorandum of Understanding

This Memorandum of Understanding is valid until: **insert information**

7. Evaluation and review process

The work of the partnership will be evaluated and reviewed by: **dd/mm/yyyy, person(s)/organisation(s)**

8. Signatures

<p>Organisation / country</p>	<p>Organisation / country</p>
--------------------------------------	--------------------------------------



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Name, role	Name, role
Place, date	Place, date

Organisation / country (remove if not necessary)	Organisation / country (remove if not necessary)
Name, role	Name, role
Place, date	Place, date



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Organisation / country (remove if not necessary)	Organisation / country (remove if not necessary)
Name, role	Name, role
Place, date	Place, date

add more tables if necessary



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9. Additional information

10. Annexes



Annex 2

Roles and responsibilities template

1. General information

Field	Description
Partnership name	[Insert name of the partnership]
Date of agreement	[Insert date]
Participating organizations	[List of organizations]

2. Roles and responsibilities

This section outlines the specific tasks and obligations of each partner.

Responsibility	Sending organization	Hosting organization	Shared responsibility
Participant selection	<input type="checkbox"/> Yes	<input type="checkbox"/> No	<input type="checkbox"/> Shared
Pre-mobility preparation	<input type="checkbox"/> Yes	<input type="checkbox"/> No	<input type="checkbox"/> Shared
Mobility logistics (travel, visas)	<input type="checkbox"/> Yes	<input type="checkbox"/> No	<input type="checkbox"/> Shared
Accommodation arrangements	<input type="checkbox"/> No	<input type="checkbox"/> Yes	<input type="checkbox"/> Shared
Mentorship and supervision	<input type="checkbox"/> No	<input type="checkbox"/> Yes	<input type="checkbox"/> Shared
Monitoring learning outcomes	<input type="checkbox"/> Yes	<input type="checkbox"/> No	<input type="checkbox"/> Shared
Post-mobility evaluation	<input type="checkbox"/> Yes	<input type="checkbox"/> No	<input type="checkbox"/> Shared
Reporting and feedback	<input type="checkbox"/> Yes	<input type="checkbox"/> No	<input type="checkbox"/> Shared

3. Key contacts

Organization name	Contact person	Position	Phone	Email
[Insert name]	[Insert name]	[Insert]	[Insert]	[Insert]
[Insert name]	[Insert name]	[Insert]	[Insert]	[Insert]

4. Additional notes or agreements



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This section allows for the inclusion of any specific agreements or considerations unique to the partnership.

Additional notes

[Insert text]



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Annex 3

Activity planning template

1. Workflow for mobility activities

Activity phase	Key tasks	Responsible party	Status
Planning	Define mobility objectives, select participants, draft learning agreements, and secure funding.	<input type="checkbox"/> Sending <input type="checkbox"/> Hosting <input type="checkbox"/> Both	<input type="checkbox"/> Pending <input type="checkbox"/> In progress <input type="checkbox"/> complete
Pre-mobility preparation	Arrange travel, accommodation, and visas. Conduct pre-departure training for participants.	<input type="checkbox"/> Sending <input type="checkbox"/> Hosting <input type="checkbox"/> Both	<input type="checkbox"/> Pending <input type="checkbox"/> In progress <input type="checkbox"/> complete
Implementation	Provide mentorship, monitor progress, and facilitate learning activities during mobility.	<input type="checkbox"/> Sending <input type="checkbox"/> Hosting <input type="checkbox"/> Both	<input type="checkbox"/> Pending <input type="checkbox"/> In progress <input type="checkbox"/> complete
Post-mobility	Evaluate outcomes, validate learning, and issue recognition certificates (e.g., Europass).	<input type="checkbox"/> Sending <input type="checkbox"/> Hosting <input type="checkbox"/> Both	<input type="checkbox"/> Pending <input type="checkbox"/> In progress <input type="checkbox"/> complete

2. Timeline and milestones

Stage	Milestone	Expected completion date	Actual completion date	Comments
Planning	Partners sign MoU (Annex 1).	[Insert date]	[Insert date]	[Insert comments]
Pre-mobility	Learning agreements finalized.	[Insert date]	[Insert date]	[Insert comments]
	Travel arrangements completed.	[Insert date]	[Insert date]	[Insert comments]
Implementation	Mobility activities start.	[Insert date]	[Insert date]	[Insert comments]
	Mid-term review conducted.	[Insert date]	[Insert date]	[Insert comments]
Post-mobility	Learning outcomes documented and validated.	[Insert Date]	[Insert date]	[Insert comments]



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Final evaluation and report submitted.	[Insert Date]	[Insert Date]	[Insert Comments]
---	---------------	---------------	----------------------

3. Additional notes

Notes or specific instructions

[Insert text]



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Annex 4

Learning agreement template

1. Participant information

Field	Description
Participant name	[Insert name]
Sending organization	[Insert name and country]
Hosting organization	[Insert name and country]
Mobility start date	[Insert date]
Mobility end date	[Insert date]

2. Individual learning goals

Goal category	Specific goals	Expected outcomes
Professional skills	[e.g., Develop practical skills in IT systems management]	[e.g., Demonstrated competence in configuring networks]
Key competences	[e.g., Improve communication in a foreign language]	[e.g., Ability to hold a conversation in the target language]
Personal development	[e.g., Increase intercultural awareness]	[e.g., Greater understanding of workplace diversity]

3. Tools for documenting and recognizing achievements

Tool	Description	Tick if applicable
Europass mobility document	A record of the learning outcomes achieved.	<input type="checkbox"/> Yes
Certificate of participation	Proof of involvement in the mobility activity.	<input type="checkbox"/> Yes
Employer feedback form	Evaluation of performance during work-based learning.	<input type="checkbox"/> Yes

4. Signatures and agreement

Role	Name	Signature	Date
Participant	[Insert name]	[Insert signature]	[Insert date]
Sending organization representative	[Insert name]	[Insert signature]	[Insert date]
Hosting organization representative	[Insert name]	[Insert signature]	[Insert date]

5. Additional notes or special conditions

Notes or conditions
[insert any additional requirements or information here]



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Annex 5

Resource allocation agreement

1. Funding responsibilities and financial contributions

Category	Details	Responsible party	Amount (€)
Participant travel costs	Covers transportation to/from the host country.	<input type="checkbox"/> Sending <input type="checkbox"/> Hosting <input type="checkbox"/> Shared	[Insert amount]
Subsistence allowance for participants	Includes accommodation and daily expenses.	<input type="checkbox"/> Sending <input type="checkbox"/> Hosting <input type="checkbox"/> Shared	[Insert amount]
Insurance coverage	Health, accident, and liability insurance.	<input type="checkbox"/> Sending <input type="checkbox"/> Hosting <input type="checkbox"/> Shared	[Insert amount]
Training or mentorship costs	Costs related to providing training or supervision.	<input type="checkbox"/> Sending <input type="checkbox"/> Hosting <input type="checkbox"/> Shared	[Insert amount]
Administrative overheads	Administrative and coordination costs.	<input type="checkbox"/> Sending <input type="checkbox"/> Hosting <input type="checkbox"/> Shared	[Insert amount]

2. Resource-sharing protocols

RESOURCE	DESCRIPTION	PROVIDED BY	DETAILS
FACILITIES	Workspace, meeting rooms, and equipment.	<input type="checkbox"/> Sending <input type="checkbox"/> Hosting <input type="checkbox"/> Shared	[Specify facilities]
DIGITAL TOOLS	Access to online platforms, software, or tools.	<input type="checkbox"/> Sending <input type="checkbox"/> Hosting <input type="checkbox"/> Shared	[Specify tools]
LEARNING MATERIALS	Training manuals, guides, or e-learning resources.	<input type="checkbox"/> Sending <input type="checkbox"/> Hosting <input type="checkbox"/> Shared	[Specify materials]
STAFF SUPPORT	Staff for mentorship, supervision, or training.	<input type="checkbox"/> Sending <input type="checkbox"/> Hosting <input type="checkbox"/> Shared	[Specify roles]

3. Timeline and payment schedule

Milestone	Payment amount (€)	Due date	Paid by
Initial payment (e.g., pre-mobility)	[Insert amount]	[Insert date]	<input type="checkbox"/> Sending



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			<input type="checkbox"/> Hosting
Mid-term payment	[Insert amount]	[Insert date]	<input type="checkbox"/> Sending
			<input type="checkbox"/> Hosting
Final payment	[Insert amount]	[Insert date]	<input type="checkbox"/> Sending
			<input type="checkbox"/> Hosting

4. Additional notes or special agreements

Notes
[Insert additional terms or agreements specific to the project.]



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Annex 6

Monitoring and evaluation plan template

1. Key Performance Indicators (KPIs)

Objective	Indicator	Target value	Status
Strengthening partnerships	Number of sustained partnerships post-mobility.	[Insert value]	<input type="checkbox"/> Achieved <input type="checkbox"/> In progress <input type="checkbox"/> Not achieved
Participant development	Percentage of participants achieving learning outcomes.	[Insert value]	<input type="checkbox"/> Achieved <input type="checkbox"/> In progress <input type="checkbox"/> Not achieved
Capacity building	Number of new proposals inspired by the partnership.	[Insert value]	<input type="checkbox"/> Achieved <input type="checkbox"/> In progress <input type="checkbox"/> Not achieved
Dissemination and outreach	Number of stakeholders reached through dissemination.	[Insert value]	<input type="checkbox"/> Achieved <input type="checkbox"/> In progress <input type="checkbox"/> Not achieved

2. Procedures for feedback and impact assessment

<i>Procedure</i>	<i>Frequency</i>	<i>Responsible party</i>	<i>Status</i>
<i>Participant surveys</i>	Post-mobility	<input type="checkbox"/> Sending	<input type="checkbox"/> Conducted
		<input type="checkbox"/> Hosting	<input type="checkbox"/> Scheduled
		<input type="checkbox"/> Both	<input type="checkbox"/> Pending
<i>Partner review meetings</i>	Quarterly	<input type="checkbox"/> Sending	<input type="checkbox"/> Conducted
		<input type="checkbox"/> Hosting	<input type="checkbox"/> Scheduled
		<input type="checkbox"/> Both	<input type="checkbox"/> Pending
<i>Stakeholder feedback collection</i>	Annually	<input type="checkbox"/> Sending	<input type="checkbox"/> Conducted
		<input type="checkbox"/> Hosting	<input type="checkbox"/> Scheduled
		<input type="checkbox"/> Both	<input type="checkbox"/> Pending
<i>Final project impact report</i>	End of project	<input type="checkbox"/> Sending	<input type="checkbox"/> Conducted
		<input type="checkbox"/> Hosting	<input type="checkbox"/> Scheduled
		<input type="checkbox"/> Both	<input type="checkbox"/> Pending

3. Action plan for follow-up

Issue identified	Action required	Deadline	Assigned party
------------------	-----------------	----------	----------------



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[Insert issue]	[Insert action]	[Insert date]	[Insert party]
[Insert issue]	[Insert action]	[Insert date]	[Insert party]

4. Summary of progress

Area	Achievements to date	Challenges identified
[Insert area]	[Insert achievements]	[Insert challenges]
[Insert area]	[Insert achievements]	[Insert challenges]



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Annex 7

Conflict resolution protocol template

The conflict resolution protocol template provides a structured approach for addressing disputes or misunderstandings that may arise during Erasmus+ KA1 mobility projects. It establishes clear mechanisms for resolving conflicts promptly and equitably, ensuring that collaborations between EU and Western Balkans organizations remain effective and harmonious.

1. Conflict identification and reporting

Conflict description	Details
Description of the issue	[Insert details of the conflict or misunderstanding]
Date of occurrence	[Insert date]
Parties involved	[List organizations/individuals involved]
Reported by	[Name and role of the person reporting the conflict]

2. Resolution mechanisms

Resolution step	Action	Responsible party	Status
Initial discussion	Organize a meeting to discuss the issue and gather perspectives.	<input type="checkbox"/> Sending <input type="checkbox"/> Hosting <input type="checkbox"/> Both	<input type="checkbox"/> Pending <input type="checkbox"/> Resolved
Mediation	Engage a neutral mediator to facilitate dialogue.	<input type="checkbox"/> Sending <input type="checkbox"/> Hosting <input type="checkbox"/> Both	<input type="checkbox"/> Pending <input type="checkbox"/> Resolved
document agreed resolution	Draft a formal agreement outlining the resolution terms.	<input type="checkbox"/> Sending <input type="checkbox"/> Hosting <input type="checkbox"/> Both	<input type="checkbox"/> Pending <input type="checkbox"/> Resolved
Escalation (if unresolved)	Involve higher authorities (e.g., National Agencies).	<input type="checkbox"/> Sending <input type="checkbox"/> Hosting <input type="checkbox"/> Both	<input type="checkbox"/> Pending <input type="checkbox"/> Resolved

3. Timeline for resolution

STEP	DEADLINE	COMPLETION DATE
INITIAL DISCUSSION	[Insert date]	[Insert date]
MEDIATION	[Insert date]	[Insert date]
RESOLUTION AGREEMENT	[Insert date]	[Insert date]
ESCALATION	[Insert date]	[Insert date]

4. Monitoring and follow-up



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Follow-up action	Responsible party	Due date	Status
Monitor implementation of resolution	[Insert organization/individual]	[Insert date]	<input type="checkbox"/> Pending <input type="checkbox"/> Complete
Conduct feedback session	[Insert organization/individual]	[Insert date]	<input type="checkbox"/> Pending <input type="checkbox"/> Complete

5. Additional notes or agreements

Notes
[Insert any specific considerations or additional agreements]



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Annex 8

Cultural and institutional guidelines template

1. Understanding cultural differences

Aspect	Guidelines
Communication styles	Be aware of direct vs. indirect communication preferences. Adapt your approach to respect the partner's norms.
Decision-making processes	Acknowledge differences in hierarchical vs. consensus-based decision-making. Discuss and agree on the preferred process early.
Time management	Recognize varying attitudes toward punctuality and deadlines. Clearly define timelines and expectations.
Professional etiquette	Respect formalities, such as addressing titles and using appropriate greetings based on cultural norms.

2. Bridging organizational differences

Aspect	Guidelines
Institutional structures	Clarify the roles and hierarchy within each organization to avoid miscommunication.
Administrative practices	Share documentation and procedural expectations (e.g., reporting standards, workflows).
Training and supervision styles	Discuss and harmonize approaches to mentorship, training, and evaluation of participants.

3. Building mutual trust

Action	Best practices
Collaborative planning	Involve all partners in setting objectives, creating a sense of ownership and shared purpose.
Regular communication	Use consistent updates via email, meetings, or virtual platforms to maintain transparency.
Cultural exchange activities	Organize cultural orientation sessions or informal networking to foster understanding.

4. Conflict prevention and resolution

Aspect	Guidelines
Addressing misunderstandings early	Encourage partners to share concerns immediately and respectfully.
Mediation strategies	Use neutral facilitators or mediators for resolving cultural or organizational disputes.