



VET-WEB
Valorising Experiences
for Training in Western Balkans
1 January 2023 – 31 December 2024

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VET-WEB
Project
Implementation
Plan



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Authors	IAL-FVG - Marianna Muin and Alessandra Messina
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1. BRIEF PRESENTATION OF THE VET-WEB PROJECT

VET-WEB is embedded in the context of the VET system of the Western Balkans, in particular Albania and Montenegro, and takes into consideration the current problems and challenges that slow down its competitiveness and attractiveness, causing a chain effect that leads to poor support to the economic and social development of the territories of interest. The exchange with other VET institutions and organizations devoted to training and job placement of citizens with consolidated experience from Programme countries is intended to promote, also through dynamics of two ways exchange, the construction of collaborative networks between public and private entities and to foster the ability of the VET ecosystem to respond to the actual needs of the socio-economic structure of the territory, with respect to the labour market.

The logic of the project is based on a constant twinning, coaching and support between Programme Countries partners and Western Balkans VET providers with a bottom-up approach. VET providers and other organizations devoted to training and job placement are going to help Western Balkans VET providers to improve their managerial, organizational, pedagogical, communication, networking skills and competencies.

The capacity building activities are structured with five lots of activities, addressing specific areas of work:

- 1: Staff mobility for capacity building activities
- 2: Events and conferences
- 3: Pilot students' mobilities
- 4: Networking
- 5: Sharing of operational and strategic tools for capacity building

The partnership intends to improve the innovation and modernization of Western Balkans VET providers, aligning it with European VET strategies. The project intends therefore to develop long-term services and outputs that can affect and influence the whole VET community of the Western Balkans.

1.1 Background and general objectives addressed by the VET-WEB Project

THE VET SYSTEM IN THE WESTERN BALKANS

Developed in a context of post-conflict social reconstruction and economic reconstruction for transition, the VET system in the Western Balkans has about 20 years of history, so it is very young, compared to the average maturation time of an advanced VET ecosystem which takes about 50 years of evolutionary steps. With some exceptions, the VET system in the Western Balkans still offers a rather standardised and generalised education and training provision, which is not always fully relevant to the educational patterns of labour market dynamics. VET provision in the Western Balkans, including Albania and Montenegro, is slowly becoming a reality that fosters the growth and development of students' critical thinking and digital skills to prepare them for the world of work.

THE VET SYSTEM IN THE ALBANIA AND MONTENEGRO



>> ALBANIA

VET centers in Albania are mostly located in the main urban areas of the country, with only a few in rural or marginal areas. As part of targeted marketing, VET providers need to focus more on rural areas and vulnerable groups attracting more students with no or limited access in VET. In the Albanian VET system there is the need to foster the identification, targeting and implementation of measures to increase the inclusion of persons from vulnerable populations in VET, especially those living in rural and marginal areas. The National Employment and Skills Strategy 2019 – 2022 of the Albanian Gov't clearly identifies the rural-gap as a cornerstone for intervention, to also unlock the potential to address related gaps (namely gender and digital) (see the Strategy, pag. 19, Priority "Implementation of the VET plan in areas lacking coverage"). The National Strategy for Employment and Skills 2019 - 2022 and its action plan aims at integrating economic, educational, training and entrepreneurial policies, producing an action plan, which aims at increasing the level of employment, allowing a gradual transition from passive unemployment policies to stimulating active employment, as well as putting the right emphasis on workforce development in the country.

>> MONTENEGRO

In this country there is a strong focus on the development of the German type "Dual System" with a strong involvement of VET Operators and at the same time Chambers of Commerce and associated enterprises and representative trade unions. This strategy needs once again the development of a solid network made of private and public subjects (VET Operators, Chambers of Commerce System, Enterprises) (Dual education in Montenegro: Practical training in three-year educational programmes 2020). A major challenge to implement the dual system is precisely the "cultural distance" and the difference in mentality between VET operators and private sector representatives. As the country's economy is transitioning to a market system and state-owned companies undergo a privatization process, many VET curricula lack relevance for the world of work. The skills mismatch continues to be a significant challenge for the labour market, both for youth and adult workers (Montenegro, Education, training and employment development, 2021, ETF).

A PARTICULARLY CRITICAL SITUATION - AIMED AT YOUNG PEOPLE IN RURAL AND MARGINAL AREAS.

The inadequacy of the VET system has particularly serious effects in the context of vulnerable young people in rural areas. Education and training systems in the Western Balkans need to modernize in order to tackle persistent youth unemployment, close the skills gap and harness all the region's talents (Balkan Barometer 2020). The Western Balkan countries are in the process of EU integration and rural development plays a significant role in EU accession and it is one of the main driving forces that can accelerate this process. Unfortunately, there is a big cultural and socio-economic gap between urban and rural areas and the existing resources in rural areas and the social capital segment needs investments in infrastructure, education, health, business development, environment, research, innovation, digitalisation. (Balkan Rural Parliament June 2021 <https://www.brdnetwork.org/publications/>).

VET-WEB responds to the needs of the vocational education and training system in the Western Balkans, in particular in Albania and Montenegro, to innovate and modernise it in order to promote its sustainable competitiveness, attractiveness and capacity to offer training services in line with the demands of the newly emerging economic sectors by contributing to the market inclusion of people from rural and marginal areas

1.2 VET-WEB Specific objectives



VET-WEB in particular will give a concrete contribution to overcome the difficulties of the VET system in the Balkans (in particular Albania and Montenegro) and its managers and operators by sharing strategies, tools and experiences of European VET providers in the:

> definition of stable relationships with companies for the identification and training of the skills required by the new labour market;

> construction of networks of public and private subjects for the transition from the world of training to the world of work. VET -WEB is therefore a project particularly deserving of economic support from the Erasmus + program because it will contribute to make stable and effective links between the Albanian and Macedonian VET system and its labor market in order to better align VET with the local labor market.

THE NEEDS, CHALLENGES AND PROJECT OBJECTIVES:

1) VET-WEB addresses the following needs:

NEED1: mismatch between the skills developed in the courses offered with respect to the needs of emerging economic sectors

NEED2: training and work placement activities paths not shared with public bodies involved in active labour market policy actions

NEED3: managerial, technical, operational competences of VET providers at early stage of development

2) Generates the following changes

CHALLENGE 1: Updating and expanding VET provision in line with labour market needs, in particular those of emerging economic sectors

CHALLENGE 2: combined VET-public training and work placement actions for citizens, in particular disadvantaged people from rural and marginal areas

CHALLENGE 3: enhanced of VET providers' competences at 3 levels managerial, technical and operational in line with the needs of emerging markets and European strategic dynamics

Against the background described in the previous section and the above needs and challenges, the

3) SPECIFIC OBJECTIVES (SpeObj) of WEB VET are:

SpeObj 1: Stimulate the flow and exchange of knowledge between the vocational training system and the labor market participants to bridge the gap between the two sides of the labor market and shorten the transition from the world of education to the world of work especially in emerging economic sectors;

SpeObj 2: strengthen the capacity of VET Operators to share operational flows with public and private subjects engaged in active labour policies for the interception of users, the emergence and enhancement of skills, training actions and job placement also of disadvantaged subjects;

SpeObj 3: equip VET providers in the Western Balkans with relevant EU tools, frameworks and models to anticipate skills requirements, to define a more personalized and relevant VET service offer, better aligned with labour market realities, including by using relevant EU tools and references (e.g. Europass, Cedefop, EQF, ESCO, EntreComp, DigiComp.);

SpeObj 4: enhance the internal capacity (technical, managerial, operational) of VET in WB.



1.3 Targets and group of interest VET-WEB Project

At any given stage, the VET-WEB will involve several categories of stakeholders that are highly relevant to the up taking process and final impacts of the project:

A) The Target Group

>> Primary target group of VET-WEB

- 1) managers, trainers and staff of the VET providers in Albania and Montenegro;
- 2) Operators, HR managers and CEOs of enterprises;
- 3) Operators and managers of the third sector social enterprises active in the field of social and labour inclusion;
- 4) Operators and decision-makers of employment centres and social services.

>> Secondary target group: low skilled young people aged 18-24 in vulnerable and most vulnerable situations due to social (ex. poverty), geographical (ex. rural areas), gender (women) reasons.

B) Stakeholders and socio-economic actors from Albania and Montenegro and the Western Balkan area in general:

- i) Social categories specifically and directly related to the operational contexts of VET WEB, such as: young people seeking employment especially from rural and peripheral areas, women from the same areas with children who need to enter the labour market, adults with low education and precarious employment etc.
- ii) Online media, local press, independent blogs, news sources, broadcasters, etc., considering them as one of the main dissemination vectors.
- iii) Any representatives of the general public interested (or involved) in the topics covered by the project (e.g. municipalities, formal and non-formal VET providers, chambers of commerce, business associations)
- iv) Associated partners CONACEE and ANCCP (see page 32 of the Application Form)

Stakeholders & Associated Partners will proactively engage the above categories at any pivotal moment of VET WEB implementation – starting from the very beginning of the project lifecycle, with the draft of an appealing Press Release that valorises and mainstream the positive assessment provided by the evaluator and the EU relevancy of the VET WEB Project.

Key involvement phases are represented by the core momentums of VET WEB Project development, such as:

Work Package 2: Innovative Model for EU-WB VET Cooperation + Training & Tools

Work Package 3: Deliver Training & Tools and Implement VET-WEB Mobility

Work Package 4: Valorisation & Sustainability of VET-WEB

Work Package 2: – In three different occasions,

- 1) INNOVATIVE 2-WAY COOPERATION MODEL: part of the activities to design and develop an innovative model of structured collaboration, co-operation and co-creation between VET providers in the



Western Balkans and EU presuppose the collection of inputs, recommendations, best practices and operational models from those who can offer a practical perspective in the context of the project. The EU VET partners will ensure the legitimacy of the methodology applied in collecting these inputs.

2) GOVERNANCE MODEL FOR AN INCLUSIVE VET:

Similar considerations to those in point one should be made for the development of this model, which necessarily involves the collection of inputs, recommendations, best practices and operational models from all the entities that in various capacities have experience in training and work integration activities for people in vulnerable situations.

3) TRAINING & TOOLS FOR EU MODELS/Frameworks/TOOLS (EQF, CEDEFOP, EUROPASS, ESCO, EQAVET) and TRAINING & TOOLS FOR ENTRECOMP Framework Implementation: in this phase, stakeholders and Associated Partners (APs) will be deeply involved to ensure consistency of the training content to targets' needs as identified during proposal.

Work Package 3: – In this occasion,

Deliver Training & Tools and Implement VET-WEB Mobility

At least 51 representatives of the operational target groups within the consortium organisations will be involved in the delivery of online and offline VET WEB training and the implementation of VET-WEB mobility, all to validate the pedagogical accuracy of the products developed, test the operational models developed and share strategies for collaboration and growth of the VET Organisations. These 51 representatives will be identified and selected by the partners through their operational channels also considering the characteristics of the operators and their possible roles/relationships with local and national partners, both from the public and private sector, who operate in the formal project domain and who could bring visibility and added value to the VET WEB project.

Work Package 4:

Valorisation & Sustainability of VET-WEB

The target groups and stakeholders already identified in the previous paragraphs are the main subjects of all communication activities carried out during the whole project duration (2 formal years + 24 months after completion). initiatives. The project partners intend to intercept a total of 100,000 stakeholders.

1.3.1 Participants: Internal VS External Targets

On the basis of their nature and how VET WEB activities might affect them, we classified the targets of the projects in two informal clusters: Internal and External.

INTERNAL TARGETS are the one directly addressed by the production activities and each result developed by the partnership. We identify them as follows:

- A) The ultimate beneficiaries of the proposal: >> Primary target group



- 1) managers, trainers and staff of the VET providers in Albania and Montenegro;
- 2) Operators, HR managers and CEOs of enterprises;
- 3) Operators and managers of the third sector social enterprises active in the field of social and labour inclusion;
- 4) Operators and decision-makers of employment centres and social services.

>> Secondary target group: low skilled young people aged 18-24 in vulnerable and most vulnerable situations due to social (ex. poverty), geographical (ex. rural areas), gender (women) reasons.

- | | |
|---|--|
| B) The non-formal/formal VET support system, both from the public and private sector: | As strategic resource to validate and legitimate VET WEB's contents |
| C) The non-formal/formal stakeholders of the project system: | Involved as further channels for the mainstream of the project, such as: municipalities, formal and non-formal VET providers, chambers of commerce, business associations. |
| D) Associated partners | In the role of precious and unbiased source of peer-reviewers |
| E) Public authorities and institutions on 3 levels: | <ul style="list-style-type: none"> ● local ● national ● EU |

EXTERNAL TARGETS, representing the targets/channels for even great VET WEB awareness:

- | | |
|-------------------------------|--|
| F) Traditional media: | <ul style="list-style-type: none"> ● press ● local TV channels ● radio |
| G) Third sector associations: | Groups of interest and Civil Society operating in the field of professional training and job placement of vulnerable people. |

All of the mentioned groups are considered as high-value targets for any dissemination activity. This priority will be carried on through several means:

ONLINE COMMUNICATION

OFFLINE COMMUNICATION



- VET WEB Open Digital Space
- press releases and email marketing
- social media
- partners' web image
- traditional media
- workshops and roundtables
- events
- talks
- Training sessions

The communication activities target to reach the mentioned categories, regardless of their status and nature, should follow two (2) very important principles recalled by EACEA itself (source, : https://eacea.ec.europa.eu/about-eacea/visual-identity_en):

1. Beneficiaries of European Union (EU) funding are obliged to display the EU flag and to acknowledge the support received under the relevant EU programmes in all communication and promotional material.

The European Union emblem (flag) must be used and the name of the European Union displayed in full.



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The emblem must remain distinct and separate and cannot be modified by adding other visual marks, brands or text. Apart from the emblem, no other visual identity or logo may be used to highlight the EU support. When displayed in association with other logos (e.g. of beneficiaries or sponsors), the emblem must be displayed at least as prominently and visibly as the other logos.

2. Guidelines on the application of the visual identity on studies and publications produced by external organisations.

The following disclaimer shall be added to the inner pages of the publications and studies written by external independent bodies with support from the European Commission:

Funded by the European Union. Views and opinions expressed are however those of the author(s) only and do not necessarily reflect those of the European Union or the European Education and Culture Executive Agency (EACEA). Neither the European Union nor EACEA can be held responsible for them.

All documents (internal and external ones) should carry the Project logo as well as European Union logo and the above-mentioned legal disclaimer.

For what specifically concerns their involvement within the production phase (WPs implementation), the mentioned categories will be engaged as follows:



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WP2 and WP3– In order to enrich the network of knowledge gathered in WP2 and WP3, partners will welcome the inputs provided by the representatives of A, B, C, D and E as valuable contributions coming from real-life and experienced-based scenarios.

Category A will be the primary and final actor in the needs gathering and piloting phase and will contribute with further input to legitimise the training content from the demand side.

The IHF will ensure the involvement of the European level by sharing with the consortium lessons learnt, best practices and very strategic recommendations to enrich partners' engagement strategies (e.g. "How to get in touch with your MEPs? Step-by-step guidelines").

Furthermore, it is important to remember that, outside the internal/external targets and direct stakeholders, the activities of the VET WEB will also have an impact on the senior and junior members of each organisation.

They will lead the project activities from a technical, organisational, administrative and operational point of view.

Each member will have the opportunity to contribute pro-actively to the project, thus greatly enhancing their skills not only in areas directly related to the proposal, but also as experts in European funding and international project management.

1.3.2 Participants with fewer opportunities

VET WEB is a project deeply inspired by ratios of social inclusiveness. Because of this, the partnership has a particular regard for participants who are involuntary victims of severe social disadvantage that might prevent them from getting in contact with the project.

Their involvement will be guaranteed thanks to three (3) specific measures:

- i) for each project's activity dedicated to its visibility and general awareness (MEs, for instance), the partnership envisions the formal invitation of one (or more) representative from the considered category.
- ii) the full availability of the VET WEB Open Digital Space and its user-friendliness – regardless of language and territorial barriers.
- iii) the analysis of their specific needs so as to make VET WEB contents perfectly suitable to their interests.

Concerning the practical means for their involvement, partners foresee five (5) lines of intervention:

- 1) The project's key secondary target group is YOUNG PEOPLE LIVING IN RURAL AND MARGINAL AREAS, which VET WEB intends to support by implementing in the local support ecosystem new training and job placement strategies specifically developed for them.
- 2) as daily dissemination targets, favouring the customisation of the contents as consistent as possible to their reaching impact – for instance, what is their favourite/most accessible media of communication?
- 3) guaranteeing their representation in any pivotal occasion to VET WEB's mainstreaming.



A very strategic role will be played also by the associated partners, selected as key facilitators of the entire engagement process.

Such visibility is guaranteed thanks to:

- The IT standards of the VET WEB Open Digital Space. The fact that the VET WEB's platform will run even beyond the formal conclusion of the partnership assures for great visibility opportunities regardless of the Consortium, the participating organisation and even the EU co-financing cycle.
- The VET WEB's showcase at EU level – considering MEPs, the Committee of the Regions, the European Economic and Social Committee, the Representations of Regions and Cities, E + Agencies and other EU stakeholders specifically oriented towards development of organisational and training capacities of VET Operators from Albania and Montenegro
- The accuracy and great legitimacy guaranteed by the partnership all over the development of the training contents. The involvement of the non-formal/formal VET support system – as a strategic resource to disseminate and valorise VET WEB's contents – will maximise the opportunity for VET WEB's replicability and adoption outside of the partnership.

1.4 Results and Expected Outcomes

The results expected from the VET-WEB project will be discussed later in detail (See Section 1.6).

For now, it is important to recall that VET-WEB Project foresees 4 major results:

- 1) An Innovative 2-way cooperation model for VET organisations. This is the Model of structured collaboration between VET organisations in EU and WB. This is composed of 3 main tools/elements: 1) Collaboration Mission Statement (CMS); 2) Operational Commitment Statement (OCS) 3) Collaboration & Capacity Building Contract (CCB Contract). All tools, produced in digital format (documents, matrices, checklists) will be developed in English and translated in Albanian and Montenegrin.
- 2) Processes and Tools for the inclusion model, which are structured into: 1) methodologies and stakeholder maps for labour inclusion; 2) processes, key element of the accreditation system; 3) regulations and empowering support schemes for the establishment of relationship between VET and employment and welfare services; 4) processes and tools for the accompaniment of people in vulnerable situation (regulations, needs profiling, personalised projects, etc.); 5) support schemes and tools to enhance the dialogue between VET and enterprises (ex. incentives, training tools, public procurements).
- 3) 10 Training & Tools to implement EU models, frameworks, tools. This deliverable is structured into 2 components: 1) Training modules on the EU tools and frames, what they are, how they are used, operational implications for VET providers, etc.; 2) Operational tools on how to implement, embed and use those tools in a VET organisation. Both the training and operational tools developed in this deliverable will focus on all evolving around the relevant EU tools and references for VET, such as the: -EQF: what is the European Qualification Framework, how was it developed, what it does, how is it used, etc.; -Cedefop: how to use the Handbook on Developing Learning Outcome based training; -ESCO: how to interpret and understand the occupational profiles; -EQAVET: quality assurance in



VET, DOs and DONTs. All tools, produced in digital format (PPT, PDF, Rich Text, Dataset, Short Animations, Checklists, ToDoLists, Matrices) will be developed in English and translated in Albanian and Montenegrin.

- 4) 5 Training & Tools to operationalise the Entrepreneurship Competence Framework. This deliverable is structured into: 1) Training modules; 2) Operational tools on the EU EntreComp Framework, describing what it is, how it is used, what are the implications for VET operators, and how to embed EntreComp in operations, processes and products. All tools, produced in digital format (PPT, PDF, Rich Text, Dataset, Short Animations, Checklists, ToDoLists, Matrices) will be developed in English and translated in Albanian and Montenegrin.

All training courses are: a) EQF level 4 to 6 b) structured into Modules c) each Module divided into Didactic Units d) Each Didactic Unit is no more than 15 slides or 30 minutes d) Content can be distributed in the form of PDF, PPT, Short Animations TRAINING INCLUDES VALIDATION MECHANISMS TO ascertain the actual acquisition of competences, with tests at entry and exit for each training module.

For what concerns the training contest itself, these resources will be distinctly oriented towards a strong operational approach and experience-based knowledge.

The selection of VET-WEB participants reflects the three (3) different impact levels as expected by the European Commission:

1.4.1 Impacts on Participants and Participating Organisations

Partners expects many diversified benefits depending on the interest group addressed by the project:

Impact on Participants:

Participants will develop knowledge of EU policies, mechanisms, tools and frameworks that relate to VET. Participants will also consolidate their international networks thanks to tailored meetings with organisations/practitioners that work in the field of VET, international collaborative projects, policy for education and training. Participants will be able to see the practice of the EU tools (how they are used, implemented and operationalised in practice) as well as how EntreComp is implemented through training courses, developing knowledge that will allow them to adapt this set of expertise to their context. Participants will tackle the institutional aspects of VET organisations and provision, as well as aspects concretely relating to networking, collaboration, etc.

Impact on Target Groups:

A) managers, trainers and staff of the VET providers in Albania and Montenegro: Improved and shared knowledge and application of the EU VET tools; Improved competences in terms of knowledge, methodologies, designing and delivering of trainings; Exchange of experiences with transnational partners both in the WB and in EU countries; Improved relationships with enterprises, third sector organizations, employment centres and social services; Improved competences in the recognition of competences in the secondary target; Improved access and support to the secondary target; Enhanced knowledge in delivering entrepreneurial skills; Improved dissemination of VETs training opportunities; Increased access to labour market informations;



- B) Operators, HR managers and CEOs of enterprises: Improved knowledge and application of the EU VET tools in operative contexts; Improved ability to deliver work-based experiences; Direct networking with VET organisations and third sector organisations; Improved knowledge of the funding opportunities;
- C) Operators and managers of the third sector social enterprises active in the field of social and labour inclusion: Knowledge and application of EU level tools (ex. Europass) for a more effective labour inclusion of the secondary target; Broader knowledge of the opportunities (Ex. Youth Guarantee) aimed at the labour inclusion of the secondary target; Improved capacity of provide information about trainings, self-entrepreneurship and other opportunities to the secondary target; Improved relationships with enterprises, VET providers and employment centres;
- D) Operators and decision-makers of employment centres and social services: Improved relationships with VET providers, enterprises and third sector social enterprises; Enhance knowledge of the EU VET tools; Improved knowledge of experiences in the WB and in EU countries; Improved access to information about VET training and self-employment opportunities;
- E) Secondary target group (low skilled young people aged 18-29 from rural and marginal areas): Improved chances to have information and participate in training activities; Improved information about job opportunities; Improved chances to use EU level tools in their job seeking activities; Improved changes to enter in a dialogue with a VET Ecosystem more responsive to their needs and aspirations; Improved opportunities of receiving support in developing their entrepreneurial idea; Concrete opportunity to enhance their skills through their participation in mobilities across Europe.

Impact on Participating Organizations:

- A) VET Partners from Albania and Montenegro: Improved ability for the design of training programs tailored on the needs of the enterprises; Improved ability to design training programs on the twin transition; Improved ability for the design and delivery of the trainings based on methodologies able to respond to the needs of the secondary target; Stable and continuous relationships with enterprises, third sector organizations, employment centres and social services; Establishment of new partnerships on the project topics; Implementation of specific support services for the secondary target.
- B) the project network can develop new models of training and accompaniment to the job placement of the most vulnerable people, starting from the experiences gained in their own countries in recent years. In particular, in Italy the work done by the project partners with migrants can be greatly improved;
- C) the partners of the VET countries have the opportunity to train, to share training with other bodies and training agencies in the territories and to increase the effectiveness of their interventions towards young people and people in training. Furthermore, the project allows, thanks to the involvement of numerous profit enterprises and networks in the various territories, to create a constant flow of information and updates regarding the possibilities offered by the labour market. This information, coordinated by the partners, allows a constant updating of the training contents.

1.4.2 Impacts Throughout and After Project Implementation

A very important layer of impact can be identified also taking into consideration the temporal variable:

Impacts DURING the Project:

The “on-going” impact will be triggered thanks to the proactive engagement of the two main categories that supports the implementation of the project and legitimate its results:

- The end-users of the toolkits, highly involved throughout the development, testing and finalisation of the training models,



- secondary stakeholders and anyone else who proactively contributes to assist the target groups in the acquisition of new capabilities for VET providers of the Western Balkans.

Impacts AFTER the Project:

VET-WEB is meant to be a long-lasting and far-reaching effort, so that the entire project ecosystem can benefit from it: partners will make available to other practitioners and providers the training tools and resources for their uptake.

Being so, it is important to mention two main considerations:

- The VET-WEB Digital Open Space will remain freely available throughout the following 24-months period after the formal conclusion of the project in order to extend VET-WEB existence regardless of the EU co-financing cycle and the temporal borders of the partnership.
- WP4 is specifically dedicated and designed to uptake the mainstreaming priorities, leaving a tangible track of the project in order to trigger its exploitation within further domain of training and practice.

1.4.3 Impacts at Local, Regional, National and EU Level

VET-WEB Outputs and results have been designed to be easily transferable wherever, regardless of the geographical and temporal context, there are similar needs and opportunities to be exploited.

The expected impacts are possible thanks to the involvement of a massive network of socio-economic actors personally engaged by all partners on three different levels:

Local and Regional Level

The transfer of the project within local and regional realities will allow its adoption as a meaningful means to empower the services and the overall offer provided by Western Balkans VET providers – strengthening and enhancing the quality, linkage with the work sector and the outreach to the territories (even the remote ones) of the VET system established in the respective regions.

In order to capillary spread VET-WEB activities across the local communities, Partners will take into great consideration regional authorities, Chambers of Commerce, territorial business networks, local administrative offices, etc.

National Level

The impact reached at national level will be reached by the proactive engagement of any relevant national PM, representative of ministries and national trade agencies who are directly involved in the VET system.

That way, VET-WEB outputs will trigger new policies discussion that revolve around the same scopes addressed by the project.

The Consortium and all associated partners will identify key national stakeholders that will ensure a proper mainstreaming of the results in their respective environments sharing VET-WEB as a “case study” emerging from the private sector to be embraced, valorised and adapted into concrete policy actions supporting the strengthening and enhancing the quality, linkage with the work sector and the outreach to the territories of the VET system in the Western Balkans.



Partners will focus on nationwide potential participants (ministries and national business organization, labour national agencies and deputies, industrial groups etc.) to ensure even larger awareness, perception and recognition of the VET-WEB Project.

EU Level

VET-WEB is perfectly aligned to multiple EU priorities. For that reason, the European dimension will surely benefit from the results developed by the partnership in multiple ways, being the project specifically aimed to empower and sustain the strengthening and enhancing the quality, linkage with the work sector and the outreach to the territories of the VET system in the Western Balkans.

Partners will mobilise EU networks, European Policy Makers and European Stakeholders related to the VET system of the Western Balkans.

Finally, the project will be largely embodied in other EU initiatives emerging from the same backgrounds in terms of needs and opportunities within the VET-WEB ecosystems.

When it comes to EU levels, the presence of IHF in Brussels stands as a strategic resource for the efficiency of the partnership and the overall project. IHF will assure for a direct and easy outlet straight into the core of the European Union thanks to its stable participation in roundtables, info days, workshops, etc.

1.5 Duration of the VET WEB Project and timeline of the foreseen activities¹

START DATE	END DATE	DURATION IN MONTHS
01/01/2023	31/12/2024	24

WP	Task +Title of the Task	Start Date	End Date	Duration
WP1	T1.1: Finalize VET-WEB Project Management Plan (PMP)	01/01/2023	31/03/2023	3M
	T1.2: Operational and Technical Coordination + Administrative and financial control for reporting	01/02/2023	31/12/2024	23M
	T1.3: Organize and Hold Project Meetings	01/01/2023	31/12/2024	24M
WP2	T2.1: VET-WEB Model of cooperation	01/01/2023	31/05/2023	5M (after request to Policy Officer)
	T2.2: GOVERNANCE MODEL FOR AN INCLUSIVE VET	01/02/2023	31/08/2023	7M
	T2.3: Develop operational tools and training content/modules on EU models, frameworks, tools to bring VET closer to job market: EQF,	01/04/2023	31/08/2023	5M

¹ Please, see Gantt Chart in Exhibit 1 for further reference.



	Cedefop, ESCO, Europass			
	T2.4: Develop VET-WEB training on EU Entrepreneurship Competence Framework	01/06/2023	31/10/2023	5M
	T2.5: Translate and localise (only WB Partner in local languages)	01/08/2023	30/11/2023	4M
WP3	T3.1: Embed content on IAL Platform	01/10/2023	31/12/2023	3M
	T3.2: Deliver (blended) training and tools	01/12/2023	31/12/2024	13M
	T3.3: Carry out the International Mobilities in EU (BE, IT, ES) with testing and certification + virtual follow-up with participants + in WB (MNE) the Train the trainer	01/11/2023	31/08/2024	10M
	T3.4: Validation in real operational environment of the VET-WEB components: 1) Model of Cooperation 2) Governance and inclusion Model 3) Content and Tools 4) Training	01/10/2024	31/12/2024	3M
WP4	T4.1: Develop the VET-WEB Valorisation Plan	01/01/2023	31/03/2023	3M
	T4.2: Carry out Valorisation Activities	01/02/2023	31/12/2024	23M
	T4.3: Draft Sustainability Plan	01/10/2024	31/12/2024	3M

1.6 Detailed Break-Down of Work Packages and Workloads

In total, VET-WEB Project foresees the implementation and development of 4 Work Packages:

1.6.1 Work Package 1: Project management and coordination

Lead Partner	IAL FVG	
Start Date:	01/01/2023	End Date: 31/12/2024
Deliverable title	D 1.1 VET-WEB Project Implementation Plan D 1.2 Internal reports D 1.3 Meeting Reports D 1.4 Final Report	
Deliverable description	<p>D 1.1 VET-WEB Project Implementation Plan Defines tools, mechanisms, schedules for management of the project. IAL finalises the Detailed Plan by M3. This includes agreement between partners and coordinator to define reciprocal obligations for operational accountability and financial issues. The Plan includes definite project schedule, templates, formats and instructions (e.g. cost declarations, internal progress reports, timesheets, etc), schedule and requirements for internal reporting, etc. Format: Report Language: EN</p> <p>D 1.2 Internal reports Six-month reports are prepared by all partners and submitted to IAL for consolidation Partners submit to IAL all supporting documents, i.e. Cost Declarations, supporting docs certifying costs actually incurred, in compliance with financial reporting requirements of EACEA. Upon verification, IAL FVG transfers due amounts to partners. At Mid Term the 6-month report will feed into the Interim Reports to be delivered to EACEA. Format: Report Language: EN</p> <p>D 1.3 Meeting Reports Including: agenda; signed attendance list; project meeting minutes; action list; presentations delivered at the meetings; QA surveys filled in by participants. Format: Report Language: EN</p> <p>D 1.4 Final Report Final Report is written at the end of the project with contributions from partners including technical and financial reports. IAL is responsible for delivery of consolidated version to EACEA. Format: Report Language: EN</p>	

Lead Partner	IAL FVG
WP Details	
<p>WP1 aims at enduring appropriate management of VET-WEB. The objective of WP1 is to ensure correct management and oversight of VET-WEB, using adequate Project Management procedures, tools and techniques, specifically:</p> <ol style="list-style-type: none"> 1 Ensure effective coordination /collaboration among partners; 2 Monitor KPIs achievement; 3 Provide common external interface towards EACEA/Commission, representatives of other projects and in dissemination events; 4 Prevent any deviations from the plans (i.e., risk identification and management); 5 Organise regular consortium meetings as appropriate, both physical and virtual; 6 Co-ordinate the preparation, delivery, exploitation and dissemination of results; 7 Maintain accurate records of cost and effort reports by partners (i.e, Ensure appropriate technical and financial reporting). <p>At inception, partners will establish the VET-WEB Steering Board composed of one representative from each participating organization to oversee the correct implementation of the project. All partners have a proven track record for managing public grant at national and EU level and have considerable experience in international collaborative projects. This equips the VET-WEB consortium as a whole with solid internal capacity, trustworthiness and reliability. IAL has a robust project and financial management system in place that is full compliant with EU fiduciary rules and guidelines as well as International Accounting Standards. This will ensure smooth implementation of the project, its constant monitoring and supervision. All partners are involved in WP1: their roles and responsibilities are clearly defined and agreed upon in the Consortium Agreement(s) to be signed at inception. IAL will also be the VET-WEB interface with EACEA and Project and Financial Officers. The management process also relies upon constant monitoring.</p>	

1.6.2 Work Package 2: Innovative Model for EU-WB VET Cooperation + Training & Tools

Lead Partner	IAL FVG
Start Date: 01/01/2023	End Date: 30/11/2023
Deliverable title	D 2.1 Innovative 2-way cooperation model for VET organisations D 2.2 Processes and Tools for the inclusion model D 2.3 10 Training & Tools to implement EU models, frameworks, tools D 2.4 5 Training & Tools to operationalise the Entrepreneurship Competence Framework D 2.5 VET-WEB Suite Translated and Adapted to Albanian and Montenegrin
Deliverable description	D 2.1 Innovative 2-way cooperation model for VET organisations This is the Model of structured collaboration between VET organisations in EU and WB. This is composed of 3 main tools/elements: 1) Collaboration Mission Statement (CMS)

- 2) Operational Commitment Statement (OCS)
- 3) Collaboration & Capacity Building Contract (CCB Contract)

Format: digital

(documents, matrices, checklists)

Language: EN + Albanian + Montenegrin

D 2.2 Processes and Tools for the inclusion model

This deliverable is structured into:

- 1) methodologies and stakeholder maps for labour inclusion
- 2) processes, key element of the accreditation system
- 3) regulations and empowering support schemes for the establishment of relationship between VET and employment and welfare services
- 4) processes and tools for the accompaniment of people in vulnerable situations (regulations, needs profiling, personalised projects, etc.)
- 5) support schemes and tools to enhance the dialogue between VET and enterprises (ex. incentives, training tools, public procurements).

D 2.3 10 Training & Tools to implement EU models, frameworks, tools

This deliverable is structured into 2 components,

- 1) Training modules on the EU tools and frames, what they are, how they are used, operational implications for VET providers; etc.
- 2) Operational tools on how to implement, embed and use those tools in a VET organisation

Both the training and operational tools developed in this deliverable will focus on all evolving around the relevant EU tools and references for VET, such as the

- EQF: what is the Qualification Framework, how was it developed, what it does, how is it used, etc.
- Cedefop: how to use the Handbook on Developing Learning Outcome based training
- ESCO: how to interpret and understand the occupational profiles
- EQAVET: quality assurance in VET, DOs and DONTs

Format: digital (PPT, PDF, Rich Text, Dataset, Short Animations, Checklists, ToDoLists, Matrices)

Language: EN

D 2.4 5 Training & Tools to operationalise the Entrepreneurship Competence Framework

Also this deliverable is structured into

- 1) Training modules +
- 2) Operational tools

On the EU EntreComp Framework, describing what it is, how it is used, what are the implications for VET operators, how to embed EntreComp in operations, processes and products.

The training courses of both D2.2 and D2.3 are:

- a) EQF level 4 to 6
- b) structured into Modules
- c) each Module divided into Didactic Units

	<p>d) Each Didactic Unit is no more than 15 slides or 30 minutes</p> <p>d) Content can be distributed in the form of PDF, PPT, Short Animations</p> <p>TRAINING INCLUDES VALIDATION MECHANISMS TO ascertain the actual acquisition of competences, with tests at entry and exit for each training module.</p> <p>The TOOLS can be in the form of: guidelines, checklists, “how to” guides, case studies, lessons learned, best practice</p> <p>Format: digital (PPT, PDF, Rich Text, Dataset, Short Animations, Checklists, ToDoLists, Matrices)</p> <p>Language: EN</p> <p>D 2.5 VET-WEB Suite Translated and Adapted to Albanian and Montenegrin Cooperation Model + Training & Tools for EU Frameworks & EntreComp are translated in Albanian and Montenegrin and taken into local contexts / cultural models</p> <p>Format: digital (PPT, PDF, Rich Text, Dataset)</p> <p>Language: Albanian + Montenegrin</p>
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WP Details

In WP2, the partners will develop the innovative model of structured collaboration, cooperation and co-creation between VET operators in Western Balkans and EU. The innovative model aims at providing a framework that capitalizes on mutual learning, co-creation and building common trust and a real “partnership” with two-way processes (from EU to WB in terms of capacity building BUT ALSO AND MOST IMPORTANTLY a flow from WB to EU in terms of building awareness of local dynamics, reinforcing the collaboration based also on direct experiences of realities in the Western Balkans).

The VET-WEB Model of cooperation will build a mechanism that can be then replicated also in other contexts and especially outside of the VET-WEB Project, especially as a model of structured framework of collaboration between VET Operators and business actors for building networks for the acknowledgement of emerging economic sectors' skills needs. This overcomes the challenge of fragmentation in the EU-WB collaboration in the field of VET, as well as in its “uneven” implementation. In WP2 partners will develop 4 main deliverables:

- A) Innovative 2-WAY Cooperation model;
- B) GOVERNANCE MODEL FOR AN INCLUSIVE VET
- C) Training & Tools for EU Models/Frameworks/Tools EQF, CEDEFOP, EUROPASS, ESCO, EQAVET;
- D) TRAINING & TOOLS FOR ENTRECOMP FRAMEWORK IMPLEMENTATION

1.6.3 Work Package 3: Deliver Training & Tools and Implement VET-WEB Mobility

Lead Partner	CONSORZIO COMMUNITAS	
Start Date: 01/10/2023	End Date: 31/12/2024	
Deliverable title	<p>D 3.1 Validation Plan</p> <p>D 3.2 Mobility Report</p> <p>D 3.3 Validation Report</p> <p>D 3.4 Final and validated VETWEB deliverables</p>	
Deliverable description	D 3.1 Validation Plan	



	<p>The Plan defines the schedule, precise activities, tools (e.g. template of forms to collect feedbacks from users) to carry out the test and validation of the VET-WEB curriculum/training.</p> <p>The Plan is used to ensure that Test & Validation activities of delivering the training and implementing the mobilities are carried out by partners in a standardised and comparable fashion.</p> <p>The Plan also provides template reporting tools to guarantee that partners provide inputs in the same format, to be easily consolidated into the final Validation Report and provide recommendations on how to improve VET-WEB training and tools.</p> <p>Format: document, guidelines, feedback forms Language: EN</p> <p>D 3.2 Mobility Report This is the report consolidating the feedback, opinions, inputs and comments on the individual mobilities and on the overall experience of the mobilities Format: document Language: EN</p> <p>D 3.3 Validation Report This is the document that collects all the results of the validation phase, and all of the activities of delivery of the training in WP3. This consolidated report also provides guidance on how to improve, revise, fine-tune the VET-WEB results and deliverables after the validation phase and the end-users feedback and precious comments. Format: document Language: EN</p> <p>D 3.4 Final and validated VETWEB deliverables Final version of the 1) COOPERATION MODEL 2) CURRICULUM AND TRAINING on EU Tools + EntreComp 3) OPERATIONAL TOOLS for EU Tools + EntreComp validated in its final version taking into account the results of the testing phase. Format: Document / guidelines / handouts / gamification / short videos-animations / checklists / test-quizzes Format: document Language: EN + Albanian + Montenegrin</p>
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WP Details

WP3 is when the VET-WEB project moves from the “development” stage into “execution” to implement the various capacity building activities along a four-pronged approach:

- 1 delivery of training on EU tools and frames;
- 2 delivery of training on EntreComp;
- 3 delivery of Governance and inclusion Model;
- 4 implement the mobilities in Montenegro, Belgium, Italy and Spain.

The training will be delivered in 3 modalities:

- 1) face-to-face through workshops that will happen in Montenegro, during the three project meetings as well as during the mobilities;

2) fully digital: using the online learning platform of IAL FVG, the participants will be able to access the online training;

3) Blended: each face-to-face session will be coupled with a programme of online sessions, especially in the interval between the mobilities, that are all timed and sequenced in a specific way to allow for the most suitable implementation of the capacity building.

Mobilities are in fact timed and sequenced in a way to correspond to specific moments of the capacity building programme:

Mobility 1 is in Montenegro, and it will be a Train the trainer;

Mobility 2 is in Brussels, where participants will have a deep-dive into EU policies, mechanisms, tools and frameworks that relate to VET. In Brussels, in addition to traditional classroom and job-shadowing in the host organisation (IHF is a non-formal VET provider of high-quality professional training), participants will also have a chance to network internationally thanks to tailored meetings with organisations/practitioners that work in the field of VET, international collaborative projects, policy for education and training. During this mobility, participants from WB will also be given a training plan that will be followed by the EU partners through constant contact. This training plan will include milestones (every 6 weeks), assignments (especially relating to the use of EU tools), and specific “knowledge quests” that relate to the tools developed in WP2;

Mobility 3 is in Italy after 4 months, a time considered sufficiently long to have the participants in WB to crystallise their new competences and knowledge. In Italy, during the mobility at IAL FVG (a very large VET provider), participants will be able to see the practice of the EU tools (how they are used, implemented and operationalised in practice) as well as how EntreComp is implemented through training courses. Communitas will also present the Governance and inclusion Model. In this mobility, the assignments that were completed in the previous 4 months (and monitored through constant online contact) will be finalised; a new “knowledge quest” will be provided to participants in preparation and anticipation of the following mobility in Spain; Mobility 4 is in Spain, after 6 weeks, at FRESS with the support of associated partner ANCCP (the largest association representing the VET providers formally accredited and recognised by the Spanish Ministry of Education) and CONACEE (network of Chambers of Commerce).

Participants to the mobility will not necessarily be the same: this may involve the rotation of participants, so that there is continuity among participants but also that the mobility is used to maximise impact on WB participants. Those possibly rotating in between mobilities are always kept engaged through the online training and exchanges.

The mobilities will also involve the participation of students from WB, who will have the chance to first hand experience the activities and methodologies implemented in other realities, and share insights with their peers from other countries. After each mobility, participants will provide feedback, impressions, comments and the participating organisations will develop a “Mobility Report” that will also allow to evaluate the mobilities in isolation and in aggregate (i.e. each mobility and the whole experience). This will also be included in the validation of the whole VET-WEB.

A core element of WP3 is the VALIDATION phase, the moment in which all partners take stock of the implementation of the activities, the impact and the results. This is when partners validate in real operational environment the results/deliverables/products of the project and fine-tune when necessary (i.e. revisit the content, revise the delivery means, reshuffle the tools, etc) to make sure that the main results are usable and replicable also outside the consortium and after the end of the project (also in consideration of the Impact Assessment that will be carried out in WP1 Project Management and of the Sustainability Plan that will be developed in WP4 Valorisation).

1.6.4 Work Package 4: Valorisation & Sustainability of VET-WEB

Lead Partner	IAL FVG
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Start Date: 01/01/2023		End Date: 31/12/2024	
Deliverable title	D 4.1 VET-WEB Valorisation Plan: Dissemination & Exploitation D 4.2 VET-WEB Sustainability Plan D 4.3 Valorisation Report (1 interim + 1 final)		
Deliverable description	<p>D 4.1 VET-WEB Valorisation Plan: Dissemination & Exploitation</p> <p>The plan provides for clear guidelines and indications on: -scale and scope of dissemination and exploitation activities -targets of reference (i.e., STKHs at highest relevance)</p> <ul style="list-style-type: none"> -means of dissemination and visibility -quantitative/qualitative KPIs -good practices for project’s national and international visibility via online channels -good practices for STKHs engagement for offline dissemination -support templates for promotion as well as reporting (i.e., Dissemination Reporting Tool, DTR) <p>D 4.2 VET-WEB Sustainability Plan</p> <p>The sustainability plan provides for clear, specific, comprehensive and detailed indications on how to replicate the project and trigger similar impacts at EU and Int. level. This is to ensure for even greater portability and transferability of results in other domain of practice that might be interested in VET-WEB’s multiplier effect. The plan consists of:</p> <ol style="list-style-type: none"> 1.a set of template documents to broken down and facilitate bilateral memorandum of understanding between EU and Balkan organisations, in view of potential cross-border cooperations 2.operational package to develop Key Actions 1 proposals to enhance structured collaboration opportunities 3.guidelines, recommendations and best practices (i.e., DOs & DON'Ts) to implement and manage Key Actions 1 <p>D 4.3 Valorisation Report (1 interim + 1 final)</p> <p>On a six-month basis, IAL will gather from partners their DTR so as to assess and evaluate their compliance and commitment to this horizontal priority. The internal reporting will inform data and inputs that will be reported into the interim (M12) and final (M24) reports.</p> <p>The six-month monitoring schedule represent also an opportunity for all partners to tackle in advance the need for any corrective measure, based on on-going results at any given period compared to expectations.</p> <p>Templates and tool for reporting will be in annex to the final version of the Valorisation plan (due by M3)</p>		
WP Details			
Valorisation and Sustainability are on-going priorities to which partners will focus their attention on as soon as approval of the proposal, throughout implementation and even beyond. WP4 is focused on the Promotion, Sharing and Use of VET-WEB activities.			

Partners put great emphasis on the visibility and mainstreaming of VET-WEB and carefully considered already at proposal preparation a series of Valorisation & Sustainability activities stemming from their background and expertise in implementation of large-scale international initiatives. A conservative but realistic estimate based on previous experience (documented) results in a total of at least 100.000 people who will be reached by partners' communication efforts.

Project results will be disseminated:

INSIDE the partner and associated partner organisations (i.e, other departments of participating organisation not formally involved in the project);

OUTSIDE the partnership: STKHs of relevance for the dissemination, exploitation and valorisation of the project, and most importantly, for its impact and transversability withing other communitites of practice that are of interest for project's outreach.

Robust STKHs identitifaction and mapping activites have been already carried out by partners, including key STKHs from the two main domains of relevance: level of practice, level of governance (from local to EU/Int. level)

The presence of the Belgian partner IHF will be crucial to ensure effective dissemination and exploitation at EU level with EU umbrella organisations as well as with direct impact on the profession, industry and policy makers.

IAL FVG leads this activity thanks to its consolidated experience and proven track record in visibility and exploitation activities.

2. THE CONSORTIUM

#P	Acronym	Full Name	Country	Lead WP	Type of organisation
Applicant	IAL FVG	IAL INNOVAZIONE APPRENDIMENTO LAVORO FRIULI VENEZIA GIULIA SRL IMPRESA SOCIALE	Italy	1, 2, 4	School/Institute/Educational centre – Vocational Training (secondary level)
P1	CONSORZIO COMMUNITAS	CONSORZIO COMMUNITAS	Italy	3	Social enterprise
P2	ASOCIACION FRESS	ASOCIACION FRESS	Spain	/	Non-governmental organisation/association
P3	IHF	INSTITUT DE HAUTE FORMATION POLITIQUES COMMUNAUTAIRES	Belgium	/	Non-governmental organisation/association
P4	PFD	Fondacioni Partneritet per Zhvillim	Albania	/	Non-governmental organisation/association
P5	YSBB	Yunus Social Business Fund Albania	Albania	/	Non-governmental organisation/association
P6	CARITAS MNE	CARITAS CRNE GORE	Montenegro	/	Non-governmental organisation/association
P7	CSO	CENTAR ZA STRUCNO OBRAZOVANJE	Montenegro	/	Accreditation, certification or qualification body

VET-WEB gathers a very complementary cluster of experiences, backgrounds and Know-Hows all brought by each partner involved. Rather than a risk, partners' unique knowledge translates into an exceptional opportunity to leverage on a system of values grounded on diversity and inclusiveness.

The professional and operative heritage of each of them stands as a clear opportunity to enlarge the cooperation and coordination mechanisms throughout the implementation of the project.

Moreover, each of the involved organisation assures for very specific contributions that are perfectly consistent not only with the project's objective but also with the overall system of expertise lead by all partners.

VET-WEB counts 8 partners from 5 Countries (Italy, Spain, Belgium, Albania, Montenegro) so to ensure great operational diversity. Such heterogeneity is driven by the Consortium's geographical and organizational



composition too: VET-WEB represents the EU multicultural diversity while still providing for strong and robust technical complementarities.

Overall speaking, all partners represent– thanks to their different natures and daily operational contexts – a very meaningful sample of the potential stakeholders rotating in the orbit of VET-WEB.

In addition to that, their proactive engagements will result as a resourceful project’s asset also from a different perspective, that is to say, when the Consortium will address all horizontal and managerial-related tasks. In that sense, partners will be equally committed to a series of responsibilities concerning:

- Project Management: partners will manage and supervise activities, according to operational guidelines set forward by the Partnership Agreement,
- Conflict prevention,
- Monitoring & Evaluation (M&E), Quality Assurance (QA) and Risk Assessment,
- Technical and Financial Reporting, according to fiduciary rules and guidelines of EACEA and Erasmus+ National Agency,
- Visibility, Dissemination and Mainstreaming of VET-WEB’s results,
- Exploitation and Valorisation of VET-WEB’s impacts as foreseen during proposal.

2.1 A Snapshot of the Participating Organisation

Here below, we provide a very brief presentation of each organisation involved in the VET-WEB Project with a specific focus on: roles and responsibilities within the project; contact person.

Following the eForm order:

IAL INNOVAZIONE APPRENDIMENTO LAVORO FRIULI VENEZIA GIULIA SRL IMPRESA SOCIALE	
Contact Person	Marianna Muin (marianna.muin@ial.fvg.it)
Activities and Experience relevant for the Project	Applicant IAL Innovazione Apprendimento Lavoro Friuli Venezia Giulia Impresa Sociale - IAL FVG, is a large training institution: created in 1955, IAL has more than 390 employees, 10.000 students (from 13 to 64 years old) and 10 training centers with about 19 M€ of turnover. IAL FVG brings to VET-WEB its experience as Formal-VET leader and partner of large (13-21 partners) pure (VET only) and mixed (VET + business + public + third sector) consortia at national and European level. Moreover, IAL FVG guarantees "quality control" thanks to its certifications and accreditations, and solid management capabilities. IAL is leader of WP1, WP2 and WP4 and participates in all WP activities including mobility and organises a mobility flow in Italy.

CONSORZIO COMMUNITAS	
Contact Person	Chiara Ginanni (communitas.consorzio@gmail.com)
Activities and Experience relevant for the Project	Communitas (IT) is a consortium of more than 25 social actors that has been working in synergy with the diocesan Caritas for more than ten years in order to respond rapidly to the new challenges of society and the labour market. These characteristics, the solidity and agility of the CC network, are put at the disposal of the VET-WEB project both in the planning phase: to map the needs and outline the work prospects of the



	project, and above all in the implementation phase to bring to the benefit of the partners in the Balkan countries the various training and work placement experiences carried out through various projects in recent years. CC participates in all WP activities including mobility and organises a mobility flow in Italy together with IAL, is Leader of Task. 2.2, and it's Leader of WP3.
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ASOCIACION FRESS	
Contact Person	Imma Miralles (imiralles@fundaciofress.org)
Activities and Experience relevant for the Project	FRESS (ES) (+ associated partners) social research association composed of a team of technical specialists providing management and operational support to networks of organizations and professionals working together at European and international level in four thematic areas: Education and training, Social and health services and facilities, Social responsibility and health ethics assurance and Quality. At VET level for the VET-WEB project it activated the network with ANCCP, VET institution collaborator of the National Qualifications Institute and Spanish member of CEDEFOP ReferNet, working in close collaboration with the national administration related to vocational training, the National Foundation for Employment Training and the Spanish Public Employment Service. Thanks to the experience of its technicians and associates in the development of pure and mixed vet networks and EU VET tools, it also brings the experience of networks between Spain and the African area, participates in all WP activities including mobility and organizes a mobility flow in Spain.

INSTITUT DE HAUTE FORMATION AUX POLITIQUES COMMUNAUTAIRES	
Contact Person	Lorenzo Costantino (l.costantino@idpeuropa.com)
Activities and Experience relevant for the Project	IHF (BE) NGO with experience in research and analysis at EU level has a consolidated experience in defining activities to analyze trends and dynamics at EU level in policy areas, financial competitiveness and adult education. IHF will also contribute to the development and delivery of VET-WEB by bringing the project to Europe through her experience as a facilitator of EU collaborations, as well as providing visibility at EU level with European stakeholders and policy makers. Thanks to experience about dynamics of adult training and the participation in mixed networks participates in all WP activities including mobility and organizes a mobility flow in Belgium (Bruxelles).

Fondacioni Partneritet per Zhvillim	
Contact Person	Tome Preku (tompreku@hotmail.com)
Activities and Experience relevant for the Project	PfD + Associated has the mission to improve living conditions of the Albanian population, reduce social-economic disparities and support Albania's regional, European and international integration. It has 11 offices all over Albania and its activities range from local development to Policy advising. The PfD has participated in several projects dedicated to women and rural areas and funded by EU, UN agencies and other public and private donors. PfD participates in all WP activities including mobility.



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Yunus Social Business Fund Albania	
Contact Person	Marku Shkelzen (shkelzen.marku@yunussb.com)
Activities and Experience relevant for the Project	YSBB organization supports the development of inclusive and social entrepreneurship in the WB in all of its aspects from training to financial support. YSBB has participated in several projects dedicated to the support of young people in vulnerable situations funded by EU, UN agencies and other public and private donors. Nowadays it reached more than 40.000 people, created and sustained more than 600 jobs in Albania and in the WB. YSBB participates in all WP activities including mobility.

CARITAS CRNE GORE	
Contact Person	Marko Djelovic (carbar@t-com.me)
Activities and Experience relevant for the Project	CARITAS MNE is part of the Caritas International network and participates in several projects dedicated to the support of young people in vulnerable situations funded by EU, UN agencies and other public and private donors. CARITAS MNE participates in all WP activities including mobility.

CENTAR ZA STRUCNO OBRAZOVANJE	
Contact Person	Dusko Rajkovic (dusko.rajkovic@cso.gov.me)
Activities and Experience relevant for the Project	CSO is one of the key implementers of vocational education reform in Montenegro. Its Department of Adult Education has been actively developing training programmes for occupations, changing qualifications, developing additional qualifications, engaging in professional improvement and development of key competences. The VET Centre is a partner of EU institutions and actively participates in projects intended for vulnerable groups. It has also a strong cooperation with NGOs for the development of adult education and life-long learning concepts in Montenegro. CSO participates in all WP activities including mobility and will organize the Train the trainer activity.

2.1.1 Associated Partners

The development, results and impacts of the VET-WEB Project will greatly benefit from the direct engagement of multiple Associated Partners (APs) closely linked to co-applicant organisations. Their involvement will magnify the scale of the VET-WEB Project way beyond the Consortium as formally structured during the writing of the proposal.

APs represent a strategic resource for the Consortium in several different ways; most importantly, partners are encouraged to engage the APs before the submission of any major output / WP. This way, the overall QA and M&E priorities will be strengthened by the formal presence of a further filter (i.e. informal peer-reviewer) that will guarantee even greater results' robustness.

We recommend partners to engage APs also for any activity/task related to dissemination and visibility.



To briefly sum-up, APs will be asked to sustain VET-WEB implementation throughout its entire lifespan with in-depth commitment upon these specific priorities:

- internal quality control – APs will be available to review the meaningfulness of all major results that ultimately lead to VET-WEB’s objectives,
- identify and engage target groups – APs are strategically relevant for reaching targets and ultimate beneficiaries of the VET-WEB Project in their respective domains of practice,
- dissemination and exploitation – the involvement of APs stand as a crucial means to outperform the Dissemination standards as foreseen during the proposal so as to support VET-WEB’s impacts beyond the Consortium radius.

Here below, we provide a brief recap of all APs involved:

Kolegji Universitar Qiriazhi	
Activities and Experience relevant for the Project	QIRIAZI UNIVERSITY COLLEGE, based in Tirana, offers study programs in Economics, Law and Vocational Education. Its role in the projects will be to support: the development of the activities in WP2 and WP4 (dissemination) and to participate in the validation process. It will proactively engage at any pivotal moment of VET WEB implementation.

CONFEDERACION NACIONAL DE CENTROS ESPECIALES DE EMPLEO	
Activities and Experience relevant for the Project	The National Confederation of Special Employment Centres (CONACEE) is the oldest employers' organisation in the Special Employment Centres (CEE) sector. Its role in the projects will be to support: the development of the activities in WP2 and WP4 (dissemination) and to participate in the validation process. It will proactively engage at any pivotal moment of VET WEB implementation.

ASOCIACION NACIONAL DE CENTROS DE FORMACION CON CERTIFICADOS DE PROFESIONALIDAD	
Activities and Experience relevant for the Project	Asociación Nacional de Centros con Certificados de Profesionalidad is the representative of the associated professional certificate centers, an entity accredited by the Ministry of Labor and Social Affairs of Spain to provide professional training in the 26 professional families that currently exist at the state level. Its role in the projects will be to support: the development of the activities in WP2 and WP4 (dissemination) and to participate in the validation process. It will proactively engage at any pivotal moment of VET WEB implementation.

2.3 Internal Communication and Collaboration Dynamics

Communication represent the most important mean to implement, effectively and efficiently, any operation within the project and related activities. Since the implementation phase, the partnership is rich in a collaborative spirit and great commitment to the VET-WEB socio-economic cause. The tangible expressions of these cooperation features pass through three (3) formal documents:



I) the Quality Assurance Plan and QA assurance reporting tools – these means are crucial in order to supervise above the overall execution of the project preventing any disruptive episode that might slow down or inhibit the implementation of VET-WEB tasks.

II) the Partnership Agreement co-signed between the Coordinator and each partner. This document is the formal expression of reciprocal duties, responsibilities and roles and displays the unequivocal commitment of each organisation to the collaborative implementation of the project.

III) the current Project Management plan, which describes in detail roles and leadership of each partner in each task implementation in order to avoid any possible misjudgement and latent conflict.

2.3.1 Communication

All partner will agree on a detailed internal communication plan in order to empower their feedback systems and the overall efficacy of the communication flow within the Consortium – improving and harmonising the monitoring processes throughout the timeline of the project.

The Coordinator will eventually set up few tools primarily dedicated to coordinate the common execution of the project, such as: VET-WEB mailing list, netiquette guidelines, group chats.

Moreover, besides the scheduled TPMs, the Consortium will meet virtually at least once in a month in order to brief each other on the current status of VET-WEB implementation; whenever needed, and after the specific approval of the Coordinator, two or more partners might consider to plan “private” virtual conferences to address any specific project-related matter directly related to their organisations.

The virtual communication tools are identified as follows:

- Skype / Team / Zoom virtual meetings.

The choice of the server will depend on the preferences expressed by all partners. Virtual meetings will give the opportunity to discuss, on real time, any VET-WEB issue without sustaining the traditional TPMs’ expenses. Regardless of the current implementation of the project, each virtual meeting will address all horizontal priorities so to evaluate the progress of the work carried out so far while brainstorming and planning new strategies and needed actions.

More specifically:

- All Partners, under the coordination of IAL FVG, will decide the exact date of each virtual meeting so as to ensure the participation of everyone,
- IAL FVG will draft the Agenda of each virtual meeting and shares it in advance with all Partners,
- All Partners will provide inputs and comments to the Agenda before the actual start of the virtual meeting, so to enhance the effectiveness and relevance of the meeting
- IAL FVG will draft minutes and action list of each virtual meeting.

- Email



The Coordinator keeps a contact list with all partners contact details, including their name and email addresses. In order to make the communication flow easier, Partners are warmly invited to always put "NAME OF THE PROJECT" as the first word of email subject specifying the content of the mail (example: "PROJECT X: inputs and recommendations for WP2 development").

- Updated Project documents: All the relevant documents are published into the VET-WEB Digital Open Space.
- Cloud storage
Eventually, the partnership might agree on a common service to exploit as virtual storage for any major VET-WEB result, so as to make it available for all partners to see. In that case, the Coordinator will set up the function sharing with all partners log-in credentials.

2.3.2 Cooperation

In the first place, the collaborative conduct of each partner is primarily assured by the Partnership Agreement. The Coordinator role will be essential to align every participating organisation to the desired and expected conducts. Partners are highly disincentivised to any unethical and disturbing behaviour for two main reason:

- As major stakeholders of the domains addressed by the VET-WEB Project, it is in their interest to collaborate in the success of the project.
- A disruptive presence within the Consortium can have very serious repercussions on their reputation and potential involvement in future proposals.

The Decision-Making process will be regulated by a "one-organisation-one-vote" principle so to make sure that, not only each partner will be represented, but that they will all share the same voting influence – regardless of their entity and dimension.

All partners, thanks to their specific expertise and professional experiences, will guarantee their contribution to the implementation of the project assuring equal responsibilities upon its results and credits.

2.3.3 Risk management and Conflict Resolution

The rising and escalation on any potential conflict within the partnership will be mitigated leveraging on three (3) different means:

- **Prompt intervention of the Project Management Committee**

The committee is composed of one (1) representative per partner and will mediate the conflict towards alternative resolutions.

- **Partnership Agreement (PA)**

Each PAs will provide for clear procedures and guidelines specifically tailored for any kind of issue related to this plausible scenario.

- **Tridimensional Conflict Resolution Strategy**

Depending on the number of organisation potentially involved, the resolution (prevention) of the conflict might be undertaken and assured by:



1. A bilateral effort carried out between any organisation aware of possible misunderstandings and the same Coordinator, as ultimate guidance provider. Whenever the Coordinator should realise some kind of issue out of the ordinary, it will immediately approach the partner to seek further information so to peacefully solve the situation.
2. In case more than a partner seem to be involved, the Coordinator will ask to each one of them a briefing on the matter from their perspective, preventing further misunderstanding to arise.
3. Whenever necessary, partners can invoke the counseling of the entire Committee staff making of the issue a matter of the Consortium. If appropriate, the Committee can be engaged also by the Coordinator.

The first true antidote against any unwanted and unexpected situation, relies on the very strong bond of respect and trust among any participating organisation. Such relation plays a very important role in the prevention of any selfish and disruptive conducts that might damage the harmonious status of the Consortium.

During proposal, all partners discussed a risk-map showcasing any potentially emerging risk tangibly perceived before, throughout and at conclusion of the project. Such clear awareness about what might go wrong during the workflow is a clear advantage, this enable the whole consortium to plan alternative resilient scenarios in case one of these disruptive events might eventually happen:

- If one or more partner(s) decides(s) to leave or is forced to leave from the Consortium, the partnership has already identified several replacement options that perfectly matches the competences, the expertise and the background of the leaving partner

Probability associated to the event:	very low
Impact of the event:	medium

- For what concerns internal conflicts, the role of communication is crucial in order to assure well-being condition for anyone within the partnership and the serene implementation of the project: fairness, openness and clearness, represent the very first mean to prevent such undesirable outcome (even within a single participating organisation). Such fairness element is counter-proven also by the one-organisation-one-vote system in order to assure their equal weight in any crucial voting and democratic matter.

Probability associated to the event:	very low
Impact of the event:	medium

- The third risk factor addresses any impediment or crucial difficulty in reaching effectively and efficiently the targeted audience. Partners tend to underestimate the probability of occurrence of this risk mainly because targets, institutional stakeholders and all the other socio-economic categories crucially relevant to the proposal have been already engaged by all partners during proposal making sure about their full commitment as beneficiaries of the project. Moreover, all partner’s network stand on unassailable bonds of trust and reciprocal respect nurtured and empowered almost on a daily basis which leaves very little space for this risk to occur.

Probability associated to the event:	very low
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Impact of the event:	medium-high
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- One of the biggest risks associated to the results concerns their standards and quality. The experience gathered by the partners throughout all these years of EU co-financed projects is a standalone antidote against such scenario. Partners have decades of experience in implementation, organisation and deployment of education and tutoring mean within entrepreneurship, internationalisation solution for SMEs competitiveness, business management and socio-economic empowerment plans for social categories at risk of marginalization.

Probability associated to the event:	very low
Impact of the event:	medium-high

- COVID-19 PANDEMIC. There is a risk that the pandemic will continue, it is not possible to know for how long. As people have already been living with the virus for two years, all partners have been able to develop alternative mechanisms to respond to the operational challenges of restrictive measures. Such mechanisms will be adopted for the implementation of VETWEB, should the need arise.

Probability associated to the event:	very low
Impact of the event:	low

- UKRAINE WAR. The socio-political situation in Europe may be heavily influenced by the war in Ukraine. This is a tragic context, for which no specific end can be foreseen. Coordinator and partners are all prepared to receive Ukrainian refugees who may arrive in the future, offering them the services that characterize their operations.

Probability associated to the event:	very low
Impact of the event:	medium-high

2.4 Transnational Project Meetings

Transnational Project Meetings (TPM) are not only meant to sustain the development and implementation of the project, but also to enrich and strengthen the collaborative spirit among partners by facilitating their in-person exchange of ideas and best-practices.

During proposal, and consistently with pre-evaluation assessments, partners recognised the need of 4 transnational meetings strategically scheduled throughout the 24 months’ timeline of the VET-WEB project.

The meeting distribution, as agreed by all partners, follows a very basic principle: guaranteeing full commitment and full understanding of the overall architecture of activities that will be implemented in conjunction with the most crucial phases of the VET-WEB project. In fact, each project meeting will take place between the formal conclusion of an output and the very beginning of the successive so to assure a smooth workload transition.

One participant per organisation is expected to attend each Project Meetings, while two representatives will participate from the Coordinator side.



Timing and location per meetings may vary depending on specific operational needs, logistical aspects, etc. which will be ultimately arranged by the hosting organisation with the support and supervision from the applicant organisation.

As general guiding principles:

- All Partners, under the coordination of IAL FVG, decide the exact date of each meeting so as to ensure the participation of everyone.
- The hosting organisation shares logistics information and tips in order to facilitate travelling and accommodation of all Partners.
- The hosting organisation asks for participants details and specific needs (food restrictions, disabilities, date and time of arrival/departure, etc.) in order to avoid any kind of problems/delay to the meeting.
- The hosting organisation prepares the Agenda of each Project meeting and shares it in advance with all Partners.
- All Partners give inputs and comments to the Agenda before the meeting, in order to enhance the effectiveness and the workflow of the meeting.
- At the end of the meeting, partners will reserve some time to discuss and finalise the administrative and formal details: signing of partnership agreements between the coordinator and each co-applicant, QA and feedbacks surveys, attendance list.
- Before the end of the meeting, all partners will review the action list as pointed down by IAL FVG so to have a clear and common understanding of the very next actions to be undertaken.
- IAL FVG will be responsible for the drafting and consolidation of the Minutes that will be later shared with the whole Consortium. The Coordinator will provide for their delivery to the National Agency officials for their review and approval.

2.4.1 First TPM

The first TPM will be held in Brussels (Belgium) in the month of April 2023.

The event is a one-of-a-kind opportunity to re-boost partners' commitment and to refresh the contents of the project in terms of activities, consequent results and expected outcomes.

The key point of the agenda will address:

- Overall project structure, timeline and deadlines. All VET-WEB contents will be reviewed by the Consortium in order to promote and mainstream common understandings on the shared activities – defining roles, responsibilities and duties related to organisational dynamics within the partnership itself,
- All reporting and financial details (payments, reporting periods, documents formally required in attachment, cost eligibility, etc.),
- Internal communication;



- IHF will share with all partners its great experience and expertise on the subject. More specifically, on the basis of the Valorization Plan, partners will be provided with dissemination reporting tools and matrices of evaluation; recommendations and best practices in order to drastically improve the engagement strategies (both online and offline); “how to reach your MEPs” guidelines; means and expected impacts from MEs; etc., PR templates, hints and suggestions on how to conduct and effective communication strategy at EU level.

2.4.2 Second TPM

The second TPM will be held in Tiran (Albania) in the month of September 2023.

At this point of VET-WEB implementation, Partners are fully invested in the finalisation of WP2. This meeting represents a unique opportunity to discuss in person the results produced so far (Governance and inclusion model; Suite on EU Tools/Models/Frameworks; Suite on EntreComp Framework).

The second TPM stands as a very important occasion to evaluate the coming implementation of Mobilities (WP3).

The Consortium will:

- Update on WP2 progress, sharing those findings that are strategically relevant for WP3 deployment,
- Exchange feedbacks on each partner results, making sure if there is still space for adjustments or not and brainstorming of possible next action-plans.

2.4.3 Third TPM

In March 2024, partners will meet virtually for the 3rd TPM.

The third meeting stands as a crucial milestone for the further development of the project. Its temporal collocation, almost at the half of the WP3 implementation, appears highly strategic for few different reasons:

- It will be a great chance to evaluate the 2 mobilities already implemented (Montenegro and Belgium), and to plan the implementation of the incoming mobilities (Italy and Spain);
- Assess the implementation of T3.2, deliver (blended) training and tools.

2.4.4 Fourth TPM

The fourth (and closing) meeting will be held in Italy, in October 2024. IAL FVG will oversee upon the organisation of the VET-WEB fourth and conclusive transnational meeting: partners will celebrate the results and brainstorm on future scenarios where the partnership and the dynamics born from the collaboration might be eventually furthered exploited; consistently with the VET-WEB impacts and future expectations.

3. DISSEMINATION & VISIBILITY OF THE VET-WEB PROJECT

The bulk of VET-WEB results (Innovative 2-way cooperation model for VET organisations; Processes and Tools for the inclusion model; 10 Training & Tools to implement EU models, frameworks, tools; 5 Training & Tools to operationalise the Entrepreneurship Competence Framework.) will be gathered and mainstreamed by the VET-WEB Digital Open Space in order to assure great visibility to any activity and objective reached by the partnership.

Here below, just a very brief snapshot of the expected performance:

ONLINE DISSEMINATION	
Grand total:	
COMMUNICATION MEANS	RESULT (Overall n. of reached targets)
VET-WEB Digital Open Space visits	45.000
Press Releases	64
Social Media channels	1.200
Mailing list	52.000
	Sub-total: 98.264
OFFLINE DISSEMINATION	
Grand total:	
Conferences, Seminars, Workshops	480
Test & Validation	81
	Sub-total: 561
DISSEMINATION AT EU LEVEL	
Grand total:	
MEPs (from the Consortium countries)	100
CESE	50
Committee of the regions	50
Permanent Representations and Representations Of Regions and Cities	50
Umbrella Organisations, federations, groups of interest	80
Local / regional policy makers	250
National Policy Makers	350
Info days and EU events attendees	1.000
Erasmus + National Agencies	61
	Sub-total: 1991

4. FINANCIAL MANAGEMENT

4.1 Budget Control

Before submitting the VET WEB proposal, all partners agreed on the budget, demonstrating value for money concerning planned activities, outputs and EU impact. Partners evaluated the required own resources for staff time, travel and all other costs associated with implementation.

Costs have been kept to a minimum and are based on direct correlations between activities and funding requested; all funding relates to justified activities.

In addition, constant monitoring (technical and financial) will ensure the correct implementation of activities, deliverables production, and objective achievement within the foreseen timeline and budget.

The financial management system will guarantee budgetary control that the coordinator will put in place:

- The coordinator may open (if needed and relevant) a dedicated bank account to receive the funding from Erasmus+ Programme; alternatively, the coordinator may make use of an existing account;
- The internal 6-month reporting mechanism requires all partners to submit the internal technical progress report and the dissemination report to the coordinator:
- The coordinator will transfer the lump sum contribution of a specific reporting period according to the Internal disbursement scheme.

4.2 Internal Reporting

The Internal Reporting consists of a six-month internal report on activities carried out by the VET WEB consortium. As described in the Partnership Agreement, each partner will submit the report to the coordinator according to the following scheme:

INTERNAL REPORT #	REPORTING periods:	deadline
I	1 January 2023 – 30 June 2023	15 July 2023
II	1 July 2023 – 31 December 2023	15 January 2024
III	1 January 2024 – 30 June 2024	15 July 2024

IV	1 July 2024 – 31 December 2024	15 January 2025
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The coordinator will provide templates for internal reporting at the earliest convenient date (i.e. by May 2023).

The “internal interim report” is composed of the following documents:

1. Internal technical progress report, based on an internal template provided by the coordinator and describing activities implemented during the reporting period (narrative);
2. Update of the Dissemination Reporting Tool on google drive and request for payment. The Dissemination Plan prepared by IAL outlines more information about the Dissemination Reporting Tool. A fact-simile prototype for partner consultation is available in Annex 3

4.3 Continuous and periodic reporting to EACEA

The coordinator is responsible for the submission of the deliverables and reports to the EACEA. The continuous reporting is carried out through the SyGMa platform (Portal Continuous Reporting tool), and all beneficiaries of the VET WEB project have access to it.

The continuous reporting mechanism implies that the VET WEB consortium should provide the following information in the SyGMa platform:

- Update the Summary for Publication to promote the project;
- Update and submit Deliverables;
- Report progress in achieving Milestones;
- Follow-up Critical Risks and add new risks;
- Add Dissemination and Communication activities;
- Add Events and trainings.

The distribution of roles within the VET WEB partnership in continuous reporting is the following:

- All partners of the VET WEB consortium should provide information about dissemination and communication activities, events and trainings in the SyGMa platform. This information should be in line with the internal reporting tool submitted to the project coordinator;
- The WP leaders should provide information and upload documents of the deliverables and milestones of their work packages;
- The coordinator should update the summary for publication to promote the project in the SyGMa platform;
- The coordinator should follow-up Critical Risks and add new risks in the SyGMa platform;



- The coordinator should check the information provided by the partners in the SyGMA platform and submit it to the EACEA.

5. QUALITY ASSURANCE: PROCESS & KPIS

Partners put great emphasis on quality, monitoring and evaluation for VET-WEB and made sure: to embed appropriate evaluation activities at critical stages of the project; to measure the progress and quality of activities and outcomes; to verify the correspondence with budgetary and financial allocations.

The project will include – as part of Project Management activities – a series of activities dedicated to Monitoring and Evaluation (M&E) as well as Quality Assurance (QA) to monitor all project activities and results and evaluate them against project objectives.

The partnership will carry out quality control by monitoring and evaluating project activities, processes and products throughout implementation (activities and outputs, milestones, events, overall project management and proactive participation).

5.1 Evaluation of Internal Procedures

M&E and QA, represent two essential functions in terms of progress evaluation and standards achievement. The partnership embraced several measures in order to guarantee adequate supervision upon each project activity, results and achievement.

The reference parameter that will guide any monitoring activity is represented by the target results as foreseen during proposal – both from a qualitative and quantitative perspective.

During the first TPM, every participating organisation will commit a specific staff member to QA and M&E related priorities; these figures will be selected on the basis of their skills and experiences: they are typically senior members with multiple-years' experience in monitoring and evaluation. Regardless of the daily implications that come with such role, every six-month period their main responsibility consists in the submission of:

- A very punctual and precise report that details every implementation and dissemination activity carried out throughout the considered period,
- An accurate and comprehensive resume of the costs incurred.

Moreover, all partners will be responsible for the “operational accuracy” and “practical legitimacy” of the training content that will be later developed – ensuring great utility to the overall results, guaranteeing real benefits for the ultimate targets that will finally benefit from VET-WEB implementation and crediting the credibility of the partnership.

The Core of QA and M&E activities is declined as follows:

1. Internal quality plan; in fact, each organisation will be responsible for its activities and its budget ensuring great commitment and proper efficacy of each of its members. Before the formal uploading, the outputs of every organisation will move through a three-phase evaluation process:
 - i) an internal quality feedback;
 - ii) an external quality feedback, provided by the other organisations involved in the VET-WEB Project;



- iii) an additional external quality feedback, provided by practitioners in the VET system informally engaged as secondary target groups/support stakeholders.
2. Evaluation and Monitoring process within the consortium (between the Coordinator and each participating organisation). As scheduled during implementation, every six months each partner will provide to the coordinator the Internal technical progress report, the Dissemination Reporting Tool and a dissemination resume.
 3. QA surveys and QA evaluation tools, administered concurrently at pivotal phases of implementation (for instance, at the conclusion of each TPMs/remote meetings). These assessments are crucial in order to prevent any potential disruptive element even before its emerging. All partners will review the efficiency of the communication-flow between them reporting to the coordinator and to QA leader significant feedback.
 4. The host organisation will circulate among partners three different evaluation forms aimed to highlight:
 - i) the efficiency of internal communication within the Consortium,
 - ii) the value of the meeting in terms of productivity and results achieved,
 - iii) the overall partners' satisfaction.
 5. Finally, the associated partners represent a very precious source of unbiased judgement and they will provide to the Consortium relevant and honest reviews.

5.1.1 Formative vs Summative Evaluation

M&E and QA hinge on a two-dimensions evaluation:

- 1) **Formative Evaluation** as a continuous activity throughout the entire duration of the project. This evaluation will be an ongoing process to monitor project performance and smooth implementation of the activities. Formative evaluation will allow partners to identify potential implementation issues and define mitigation measures.
- 2) **Summative Evaluation** (so called *Post-Mortem*) to be performed at the end of the project to identify lessons learned and best practices for overall project implementation as well as to benchmark the final results and deliverables of the project against stated objectives.

The consortium will prompt all the needed activities to ensure compliance with project requirements, using the most reliable quality standards in an effort to generate value for all stakeholders. If a deviation is identified, partners under the guidance of the coordinator will take all necessary corrective measures to ensure compliance with the project and the contractual obligations.

5.2 Key Performance Indicators

During preparation the following Key Performance Indicators (KPIs) have been detailed and effectively assess the performance of the project considering expected outcomes, impacts and objectives as foreseen during proposal.

QUANTITATIVE KPIs



INDICATOR	Number	Due to (M#):
Innovative 2-way cooperation model for VET organizations	1 (ENG, ALB, MNE)	M3
Training & Tools to implement EU models, frameworks, tools	10 (ENG)	M8
Training & Tools to operationalise the Entrepreneurship Competence Framework	5 (ENG)	M10
VET-WEB Suite Translated and Adapted to Albanian and Montenegrin	1	M11
ALB and MNE VET staff (both teaching and admin) involved	39	Project Lifespan
ALB and MNE learners involved	42	Project Lifespan
People involved in mobilities (staff and learners)	51	Project Lifespan
Courses and tool adopted by the VET ecosystem in ALB, MNE and disseminated in the WB	15	Project Lifespan
Courses and tool adopted by the Consortium partner staff and their organization in ALB and MNE	15	Project Lifespan
Governance model for an inclusive VET	1 (ENG, ALB, MNE)	M8
Social stakeholders involved in ALB, MNE	80	Project Lifespan
Validation Plan	1 (ENG)	M12
Toolkit and training material validation w/ targets	81 (n. of targets)	
Valorization Plan	1 (ENG)	M3
Online Dissemination	98.264	Project Lifespan
Offline Dissemination	561	Project Lifespan
POLICY MAKERS AND STAKEHOLDERS	1991	Project Lifespan
Members of the EU Parliament (EU Policy Makers)	100	Project Lifespan
Umbrella Organisations, federations, groups of interest	80	Project Lifespan
Erasmus + National Agencies reached by the Consortium	61	Project Lifespan

All partners will be responsible for the monitoring and reporting of quantitative indicators throughout the implementation of the project.

Partners will rely on common guidelines and tools for the monitoring of quantitative indicators and will report to the Coordinator for the consolidation of data and indicators. Partners responsible for the related Work Package will define the internal reporting schedules depending on the specific implementation schedule of the WP and the Gantt Chart.

QUALITATIVE KPIS

INDICATORS
The target groups have additional resources, solutions and training materials available to enhance their skills and competences to valorize and foster the VET ecosystem of Western Balkans
Indicators On The Partnership And Overall Performance Of The Project



Partnership Agreement is agreed upon by all partners and signed
Partners' satisfaction with the overall project. Such indicators will be gauged through feedback forms to be distributed and administered to partners at least every 6 months (or during the meetings envisioned during implementation)
Preparation and delivery of a satisfaction questionnaire for training courses
Preparation and delivery of feedback forms to be distributed and delivered to partners at least every 6 months and during transnational meetings

EXHIBIT 1: VET WEB GANTT CHART

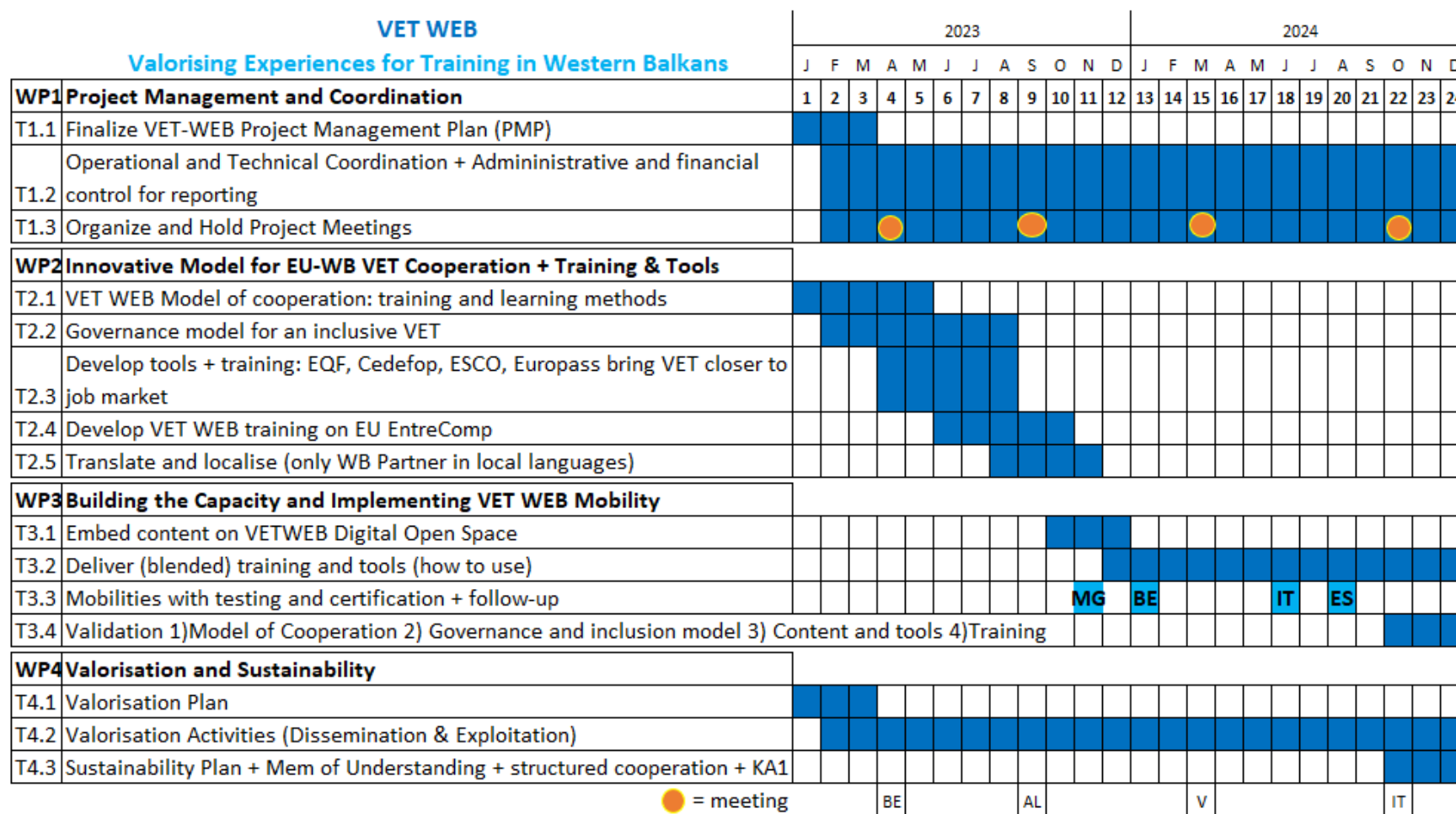


EXHIBIT 2: BUDGET SUMMARY

ESTIMATED BUDGET (LUMP SUM BREAKDOWN) FOR THE ACTION

Forms of funding	Estimated EU contribution					Maximum grant amount ¹ e = a + b + c + d
	Estimated eligible lump sum contributions (per work package)					
	WPI Project management and coordination	WP2 Innovative Model for EU-WB VET Cooperation + Training & Tools	WP3 Deliver Training & Tools and Implement VET-WEB Mobility	WP4 Valorisation & Sustainability of VET-WEB		
	Lump sum contribution	Lump sum contribution	Lump sum contribution	Lump sum contribution		
	a	b	c	d		
1 - IAL FVG	16 368.00	18 682.00	20 517.00	6 930.00	62 497.00	
2 - COMMUNITAS	9 056.00	12 994.00	26 056.00	7 722.00	55 828.00	
3 - FRESS	9 636.00	12 560.00	16 886.00	6 968.00	46 050.00	
4 - IHF	11 076.00	9 964.00	16 058.00	14 484.00	51 582.00	
5 - PFD	4 502.00	4 614.00	17 445.00	4 237.00	30 798.00	
6 - YUNUS	6 198.00	4 802.00	18 010.00	2 730.00	31 740.00	
7 - CARITAS ME	5 290.00	5 462.00	17 633.00	3 578.00	31 963.00	
8 - CSO	5 950.00	6 308.00	22 076.00	4 426.00	38 760.00	
9 - KUQ						
10 - CONACEE						
11 - ANCCP						
Σ consortium	68 076.00	75 386.00	154 681.00	51 075.00	349 218.00	



ANNEX 3: DISSEMINATION REPORTING TOOL

Dissemination activities

Dissemination activities				
Continuous Reporting (Dissemination screen) — List the dissemination activities carried out in the context of the project. Include dissemination activities mentioned in the proposal and new ones.				
Dissemination Activity Name	What? Type of dissemination activity	Who? Target audience (Choose one or more items)	Why? (max 200 characters)	Status
[insert activity name]	[Conferences] [Education and training events] [Meetings] [Clustering activities] [Collaboration with EU-funded projects] [Other scientific collaboration] [Other]	[Industry, business partners] [Investors] [EU institutions] [Policymakers and authorities, international] [Policy-makers and	[insert description of the objective(s) with reference to a specific project output]	[Delivered] [Cancelled] [Postponed] [Ongoing]

		authorities, national] /Policy- makers and authorities, regional or local] /Civil society,		
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ANNEX 3: DISSEMINATION REPORTING TOOL

Communication activities

Communication activities					
<i>Continuous Reporting (Communication screen) — List the communication activities carried out in the context of the project.</i>					
Communication Activity Name	Description	Who? Target audience <i>(Choose one or more items)</i>	How? Communication channel <i>(Choose one or more items)</i>	Outcome	Status

<p>[insert communication name]</p>	<p>[insert description of implemented communication activity]</p>	<p>[Industry, business partners] [Innovators] [Investors] [EU institutions] [National authorities] [Regional authorities] [Local authorities] [Civil society] [Citizens] [Research communities] [Specific user</p>	<p>[Website] [Social media] [Print materials (brochure, leaflet, posters, stickers, banners etc.)] [Press release] [Media article] [Newsletter] [Interview] [Video] [TV/Radio campaign] [Event (conference, meeting,</p>	<p>[insert key performance indicators]</p>	<p>[Delivered] [Cancelled] [Postponed] [Ongoing]</p>
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		communities (if applicable)] [International organisation (UN body, OECD etc.)]	workshop, internet debate, round table, group discussion etc.)] [Exhibition]		
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ANNEX 3: DISSEMINATION REPORTING TOOL

Events and Trainings

Events and trainings (including workshops, conferences, etc.)



Event No (continuous numbering linked to WP)	Participant	Description					Attendees			
		Name	Type	Area	Location	Duration <i>(days)</i>	Male	Female	Non-binary	Total
[number]	[name]	[name]	[insert type, e.g. training, workshop, conference, event, etc.]	[insert topics addressed, types of skills/knowledge acquired, etc]	[city, country]	[number]	[number]	[number]	[number]	[number]

[num ber]	[name]	[name]	[insert type, e.g. training, worksho p, conferen ce, event, etc.]	[insert topics addressed, types of skills/ knowledge acquired, etc]	[city, count ry]	[num ber]	[num ber]	[num ber]	[num ber]	[number]
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