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ERASMUS-EDU-2023-CBHE  
Project number: 101128376  
**MOBILITY RECOGNITION  
FOR INTEGRATION**



**MORIN**



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# WP1. Management, coordination and evaluation of MORIN

## D 1.1 – Project management guidelines

Version	Type	Date	Authors	Change
1.0	First draft	January 16, 2024	Armela Panajoti, Bledar Toska	Initial version
2.0	Second draft	February 19, 2024	Armela Panajoti	Addition of the financial management guidelines, annexes, and reference documents and links
	<i>Final</i>	February 26, 2024		<i>Approved by the SC</i>

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## PROJECT DESCRIPTION

**Project title:** Mobility recognition for integration

**Acronym:** MORIN

**Coordinator:** University of Vlora “Ismail Qemali”, Albania  
**Project number:** 101128376

**Topic:** ERASMUS-EDU-2023-CBHE

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WP2. Mobility recognition via learning outcomes  
WP3. Mobility recognition in practice  
WP4. Impact and dissemination of MORIN

## DELIVERABLE DESCRIPTION

**Work package:** WP 1. Management, coordination and evaluation of MORIN

**Deliverable:** D 1.1 Project management guidelines

**Lead beneficiary:** University of Vlora “Ismail Qemali”, Albania

**Dissemination level:** Public

**Type:** Report  
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## Abbreviations

<b>AAB College</b>	AAB
<b>Annotated Grant Agreement</b>	AGA
<b>Associated partner</b>	AP
<b>Beneficiary</b>	BEN
<b>Biznesi College</b>	BC
<b>Conflict Resolution Plan</b>	CRP
<b>Coordinator</b>	COO
<b>Document, report</b>	R
<b>ESN Nis</b>	ESN Nis
<b>European Commission</b>	EC
<b>European University of Tirana</b>	UET
<b>Grant agreement</b>	GA
<b>International Advisory Committee</b>	IAC
<b>Palacky University in Olomouc</b>	UP
<b>Partner Teams</b>	PTs
<b>Partnership agreement</b>	PA
<b>Professional College, Tirana</b>	KPT
<b>Project Management Guidelines</b>	PMG
<b>Public</b>	PU
<b>Qendra ESN AL</b>	ESN AL
<b>Quality Assurance Committee</b>	QAC
<b>Risk Management Plan</b>	RMP
<b>Sensitive</b>	SEN
<b>Steering Committee</b>	SC
<b>University of Nis</b>	UNI
<b>University St Kliment Ohridski Bitola</b>	UKLO
<b>University of Vlora "Ismail Qemali"</b>	UV
<b>Websites, patent filings, videos, etc</b>	DEC
<b>Work package</b>	WP



## Executive summary:

‘Project Management Guidelines’ (PMG), a document in which management arrangements regarding MORIN, an Erasmus+KA2 CBHE strand 1 project, will be laid down, is a deliverable (1.1.) within work package 1 “Management, coordination, and evaluation of MORIN” of the project. The document is a comprehensive guidebook that includes a project management plan complemented with a Risk Management plan and a Conflict Resolution plan, discussed and approved during the first physical consortium meeting (18–19 January 2024).

It details and defines the project’s management structure, roles, and responsibilities. The guide also defines other management aspects such as the work package activities, deadlines for each, milestones for deliverables, quality, cost, conflict and risk, ethics, and communication.

A manual chapter on the use of the project management platform/app will be included as soon as the platform becomes available. It will provide instructions for partners and their team members who will have access to the platform.

## 1. Introduction

Deliverable 1.1, ‘Project Management Guidelines (PMG) of the MORIN project, serves as a documented plan for managing and controlling the organisational, developmental, and dissemination activities required for the MORIN project to be implemented successfully.

It outlines the objectives and goals of the project, its organisational structure, the roles and responsibilities of MORIN beneficiaries, the interactions between them, and the general procedures and management tools that are used to guarantee the successful completion and efficient management of the MORIN project.

The document is not a static one. The provisions laid down in this document can be amended with the agreement of all partners (decision taken by the SC). Should any management aspects become necessary to be included to improve project management and, hence, contribute to the timely, efficient, and successful realisation of project activities, suggestions for amendments will be presented to the steering committee, who will then take a vote and decide on the changes. All the changes will be presented in the history of versions of the document. Any new version will be communicated to all the partners and will enter into force 15 calendar days after this communication.

The PMG was prepared taking into consideration the following key reference documents:

- MORIN project (part B of the project description, the project’s budget);
- The document of the grant agreement (GA) signed between the agency (EACEA) and the project coordinator, UV, and accessed by all project beneficiaries;
- Partnership agreement;
- European Commission (2023), Erasmus+ Programme Guide 2023 (Version 2, 21.12.22), <https://erasmus-plus.ec.europa.eu/programme-guide/erasmus-programme-guide/introduction>;
- How to manage your lump sum grants, v.1.0 15-10-2022.



The MORIN project uses a standard approach to project management that includes formal quality control and risk mitigation procedures, regular communications, documented timelines, and active follow-up. To support its project management approach, the MORIN project uses a 'sharing option' methodology for reviewing key documents related to project activities, deliverables, and history changes, as well as polls for voting in case of an urgent decision for organisational purposes and a project platform whose availability will be added later. For online meetings, webinars, and other similar project communications, the Google Meet app will be used unless some other app with recording facilities becomes available.

The team can share and manage documents, manage work package tasks, track progress against task deliverables, schedule meetings and discussions, and generally make sure that the distributed project team can work together proactively to meet project requirements thanks to these technical arrangements and facilities.

Templates will be created, provided, and added to the document, as well as procedures to guarantee that deliverable lead beneficiaries produce and submit project reports as scheduled. The idea is to guarantee that resources are used accordingly, that plan deviations are promptly identified, and that appropriate risk-reduction measures are taken.

Email lists and other communication facilities have been set up to support ongoing reporting tasks and project team collaboration. A project website has also been created to disseminate and exploit MORIN's outcomes and deliverables and enhance the project's visibility. Dissemination, exploitation, and sustainability of MORIN will form part of a separate document (D 4.1, 'Dissemination, exploitation, and sustainability plan').

In the end, quality control and risk management plans have been put in place to ensure that project deliverables fulfil operational requirements and that plan deviations are appropriately handled. Quality management will be thoroughly conveyed in the Quality Assurance Manual (D 1.9).

## 2. Summary of the MORIN project

The ERASMUS-EDU-2023-CBHE project, MORIN—Mobility Recognition for Integration, is a strand 1 CBHE multi-country project aimed at addressing the regional overarching priority of 'Integration of migrants.' With a focus on academic recognition of student mobility based on learning outcomes, MORIN aims to provide an innovative pedagogical approach that ensures curriculum transparency, comparability, and flexibility to improve recognition and study transfer procedures, as well as revise course contents, methodologies, and assessments to provide for student-centred and skills-oriented learning.

The project intends to add an international, global dimension to the curriculum, thereby enhancing collaboration among WB6 HEIs for student exchange and intra-regional employability and connectivity. By following interconnected paths of action, MORIN aims to develop a common regional approach to academic recognition, internationalize the curriculum through global learning outcomes and embedded mobility, and establish institutional procedures for the recognition of credit mobility through the adoption of a learning outcomes model. These efforts



will enhance transparency, quality teaching and learning, and future-proof skills, as well as facilitate mobility and credential completion through credit transfer.

To achieve these objectives, MORIN will conduct a regional mapping survey to gather the necessary data and insights. Additionally, the project will develop a self-assessment mobility recognition tool, regulations for institution-wide recognition practices, and guidelines for academic recognition via learning outcomes. The project will also involve the rewriting of learning outcomes for at least 5 courses from two study programmes at WB HEIs and the simulation and comparison of 5 recognition practices within the consortium.

Furthermore, MORIN aims to build the capacities of academic staff for improving recognition practices through training workshops and webinars. The project intends for WB HEIs, their staff, and students to directly benefit from the project deliverables, as well as other WB universities, ministry officials, policymakers, and HE experts. The project seeks to enable these stakeholders to exploit the project's outcomes and integrate them into their respective HE contexts, thereby contributing to the overall enhancement of student mobility recognition and integration in the region.

The MORIN project is expected to last for a duration of 24 months, starting on December 1, 2023. The requested EU contribution for the project is €400,000.00. Through its comprehensive approach and collaboration between multiple stakeholders, MORIN aims to bring about positive change in the academic recognition of student mobility and promote integration among migrants in the region.

The document 'Project Management Guidelines' outlines the management arrangements for a project, including the project management plan, risk management plan, and conflict resolution plan. It will define the management structure, roles, and responsibilities, as well as other aspects such as work package activities, schedules, milestones, quality, cost, conflict, risk, ethics, and communication. Additionally, the document will include a manual chapter on how to use the project management platform/app for partners and their team members who will have access to it.

## **2.1 The MORIN consortium**

The consortium for the MORIN project is composed of the following partners: 8 beneficiaries (BEN), signatories of the grant agreement (GA), and 2 associated partners (AP):

1. University of Vlora "Ismail Qemali" (COO, UV) - Albania, PIC number: 934361522
2. European University of Tirana (BEN, UET) - Albania, PIC number: 935875110
3. Professional College, Tirana (BEN, KPT) - Albania, PIC number: 920114744
4. AAB College (BEN, AAB) - Kosovo\*, PIC number: 948683863
5. Biznesi College (BEN, BC) - Kosovo\*, PIC number: 884617982
6. University of Nis (BEN, UNI) - Serbia, PIC number: 998833786
7. Palacký University in Olomouc (BEN, UP) - the Czech Republic, PIC number: 999649506





8. University St Kliment Ohridski Bitola (BEN, UKLO) - Republic of Macedonia, PIC number: 998930833
9. Qendra ESN AL (AP, ESN AL) - Albania, PIC number: 887409157
10. ESN Nis (AP, ESN Nis) - Serbia, PIC number: 917020444

The beneficiaries, as signatories of the GA, are responsible for implementing it and complying with its obligations. They must use their best abilities, in good faith, and have the necessary resources to implement the action as described in Annex 1 of the GA and in compliance with its provisions, the call conditions, and all legal obligations under applicable EU, international, and national law. Likewise, associated partners must implement the action tasks attributed to them in Annex 1 accordingly. They cannot charge lump-sum contributions to the action, and their task costs are not eligible (they might not be included in the estimated budget in Annex 2).

## 2.2 Roles and responsibilities

Beneficiaries are jointly responsible for the technical implementation of MORIN. In the event that a beneficiary fails to carry out their part of the action, the other beneficiaries are required to make arrangements for another beneficiary to carry out their part (without being eligible for an increase in the maximum grant amount and subject to an amendment).

The beneficiaries (and their action) must remain eligible under the EU programme funding the grant for the entire duration of the action. Lump sum contributions will be eligible only as long as the beneficiary and the action are eligible.

### 1. **Each beneficiary** must:

- keep— at all times, during the action or afterwards—their information stored in the Portal Participant Register up to date, in particular their name, address, legal representatives, legal form, and organisation type.

- immediately inform the granting authority (and the other beneficiaries) of any of the following:

(a) events which are likely to affect or delay the implementation of the action or affect the EU's financial interests, in particular:

(i) changes in their legal, financial, technical, organisational, or ownership situation (including changes linked to one of the exclusion grounds listed in the declaration of honour signed before grant signature)

(b) circumstances affecting:

- (i) the decision to award the grant or
- (ii) compliance with requirements under the GA.

### 2. UV, **as the coordinator**, must:

(i) monitor that the action is implemented properly.

(ii) act as the intermediary for all communications between the consortium and the granting authority, in particular:

- submit the prefinancing guarantees to the granting authority (if any);





- request and review any documents or information required and verify their quality and completeness before passing them on to the granting authority;
  - submit the deliverables and reports to the granting authority;
  - inform the granting authority about the payments made to the other beneficiaries (report on the distribution of payments, if required);
- (iii) distribute the payments received from the granting authority to the other beneficiaries without unjustified delay.
- Other arrangements are laid down in the following chapters of the document and in the partnership agreements.

### **2.3 MORIN management structure**

The project management structure is composed of several bodies whose work is coordinated to make sure that all project activities are realised and results are successfully obtained.

The Steering Committee, hereafter referred to as SC, is the highest management body for the MORIN project. It is composed of 8 members, one person per HEI sitting (the contact person for each), and includes the following representatives:

1. Assoc. Prof. Armela Panajoti, University of Vlora "Ismail Qemali," Albania, project coordinator
2. Dardane Nuka, European University of Tirana, Albania
3. Diana Biba, Professional College of Tirana, Albania
4. Assoc. prof. Aleksandar Takovski, AAB College, Kosovo\*
5. Atdhe Kabashi, Biznesi College, Kosovo\*
6. Prof. dr. Vesna Lopovic, University of Nis, Serbia
7. doc. Mgr. Pavlína Flajšarová, Ph.D., Palacký University in Olomouc, Czech Republic
8. Prof. dr. Irina Petrovska, University St Kliment Ohridski, Bitola, North Macedonia

The composition of the SC was approved during the first consortium meeting, which was held in Vlora on January 18–19, 2023.

The main responsibility of the SC is to manage, monitor, and approve the action plans for the project activities. This involves reviewing and providing feedback on proposed plans, ensuring that they align with the project objectives and goals. The SC also evaluates the feasibility of the action plans and makes decisions on their implementation.

To ensure effective communication and collaboration among all HEIs, the SC meets regularly. Typically, these meetings occur annually, but they may be scheduled more frequently when necessary, particularly if there are other physical activities or online discussions that require immediate attention. The regular meetings create a platform for the SC members to report on the progress of the project, identify potential risks and delays, and discuss plans for improvement.



The SC operates through a decision-making process based on general consensus. This means that important decisions concerning the project activities require the agreement of all SC members. Consensus-based decision-making ensures that all HEIs have a voice in shaping the project and that decisions are made collectively, considering the perspectives and interests of each institution. If voting becomes strictly necessary, decisions will be taken by a majority of votes (50%+1). Should decision-making fail to reach consensus or any conflict arise, conflict resolution strategies will apply (detailed in the Conflict Resolution Plan (CRP) herein included).

In addition to decision-making, the SC also has the responsibility of presenting reports on project activities and outcomes. These reports serve to update all stakeholders, including other HEIs, project partners, and funding agencies, about the progress made and the achievements attained. By presenting the reports, the SC ensures transparency and accountability in the execution of the project.

The Quality Assurance Committee, hereafter referred to as QAC, is responsible for ensuring the proper evaluation, control, monitoring, and improvement of project deliverables. It is composed of 8 representatives, one person per HEI sitting, other than the contact person. The members of the QAC are:

1. Assoc. Prof. Bledar Toska, University of Vlora "Ismail Qemali," Albania, project coordinator
2. Elda Papa, European University of Tirana, Albania
3. Jola Kamberaj, Professional College of Tirana, Albania
4. Ersan Hamdiu, AAB College, Kosovo\*
5. Zahir Arifovic, Biznesi College, Kosovo\*
6. Dr. Darko Mitic, University of Nis, Serbia
7. PhDr. Eva Klimentová, Ph.D., Palacky University in Olomouc, Czech Republic
8. Prof. Dr. Saso Korunovski, University St Kliment Ohridski, Bitola, North Macedonia

The QAC meet annually to discuss the quality of all deliverables and project activities, issues underlined by the work package leaders, and present annual quality reports. The QAC can organize other meetings, if necessary, to discuss issues to be presented in the annual project meeting.

The primary responsibility of the QAC is to annually evaluate the quality of all project deliverables and activities. This evaluation is crucial to ensuring that the project is meeting its objectives and adhering to the established standards and guidelines. Through this evaluation process, any deficiencies or areas requiring improvement can be identified and addressed promptly.

In addition to the annual evaluation, the QAC also collaborates with the work package leaders to address specific issues related to project deliverables. Work package leaders may highlight concerns or challenges they face in their respective work packages. By discussing these issues within the QAC, appropriate solutions can be devised and implemented.

Moreover, the QAC is also responsible for preparing and presenting annual quality reports. These reports summarise the findings of the quality evaluations conducted throughout the year



and provide an overview of the project's performance. The reports outline the project's strengths, weaknesses, and recommendations for improvement. By disseminating these reports, project stakeholders are kept informed about the project's progress and quality standards.

The International Advisory Committee, hereafter referred to as IAC, is a body of advisory role composed by a small group of international experts on academic recognition, learning outcomes, and internationalisation of HE outside the consortium and invited by consortium members to willingly provide external independent guidance and advice on the project objectives and its deliverables. They were identified during the first consortium meeting (18–19 January 2024 in Vlora, Albania) and include:

1. Mariusz Librowski, Spark Foundation, Poland
2. Joanna Smoluk Stachowska, PhD, Academy of Applied Sciences TWP Szczecin, Poland
3. Prof. Miriam Bait, Università degli Studi di Milano
4. Prof. Jovanka Lazarevska-Stanchevska, “Ss Cyril and Methodius” University of Skopje
5. Assoc. Prof. Dušan Stamenković, Södertörn University, Sweden

They were selected for their outstanding experience and expertise relevant to regional integration of mobile students via academic recognition of learning outcomes that MORIN addresses, with the aim of reaching a wide range of academic and non-academic communities and maximising the project’s impact in the region and wider. The IAC will meet online with the project partners once a year to provide opinions and feedback on the project.

Partner Teams (PTs) are work groups set up by each partner, headed by the contact person, in order to coordinate, monitor, and manage project activities within their institution.

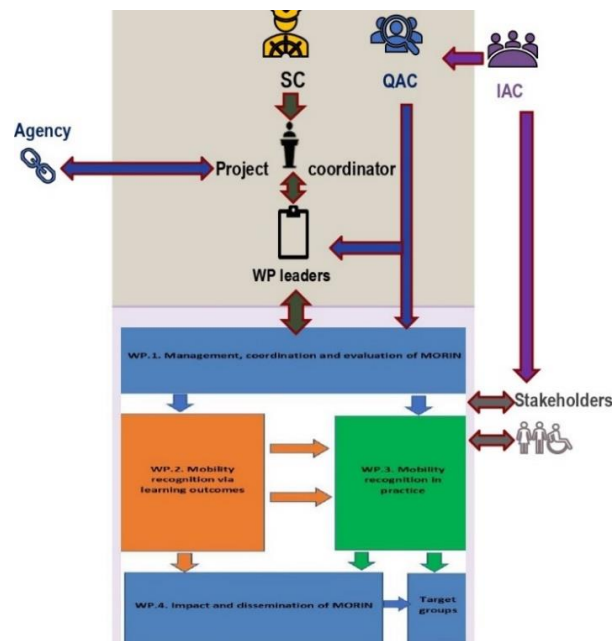


Figure 1. The management structure of MORIN.

## 2.4 Decision-making

Day-to-day coordination, communication, and management decisions are taken by the project coordinator. Important decisions that concern technical and operational aspects of the realisation of project activities (like any rescheduling of deliverables, milestones, tasks, or effort) are taken by the SC. For a decision to be taken, at least two-thirds (2/3) of the SC's members should be present at the meeting or vote. Each member shall have one vote. In cases of conflict resolution voting, a majority of 80% is required. The COO mediates and participates in all important decisions.

Decisions can be taken in various modes: during consortium or SC meetings, either physical or online, or by circulating documents (in case a document needs to be approved by the SC), allowing the SC members to become familiar with the document, make comments, and suggest amendments. Sharing options like Google Docs will be used for this purpose. Deadlines for responding will be announced beforehand. Decisions are recorded in the minutes.

A member may exercise a veto with regard to a decision or part of the decision if it can be demonstrated that the decision will materially affect the beneficiary's own work, time for performance, costs, liabilities, intellectual property rights, or other legitimate interests. A member may only veto a decision that is anticipated on the agenda in the course of the meeting. A member may veto a decision made on a new item added to the agenda before, during, or after the meeting within 15 days of the draft minutes being sent. When a veto is exercised, the members will do everything within their power to satisfy all members on the issue that prompted the veto.

The official record of all decisions made at meetings will be the written minutes that the COO produces at each one. Within ten calendar days following the meeting, the COO will send draft minutes to each member. If no member objects in writing to the COO within 15 calendar days of the minutes being sent, the minutes will be deemed accepted. This includes any concerns about the accuracy of the draft minutes. All SC members will receive the approved minutes from the COO. The SC is entitled to take independent action, make recommendations, and make decisions in line with established protocols.

Conflict resolution aspects will be detailed in the Conflict Resolution Plan, which is part of this document.

## 3. Work plan and division of tasks

The project is structured along 4 (four) interconnected work packages (WPs). Work in each WP is organised into tasks, and each task is assigned a responsible beneficiary for monitoring its progress, taking decisions about work distribution, informing the project coordinator and the SC, and coordinating tasks for the realisation of the deliverable(s) corresponding to that task.



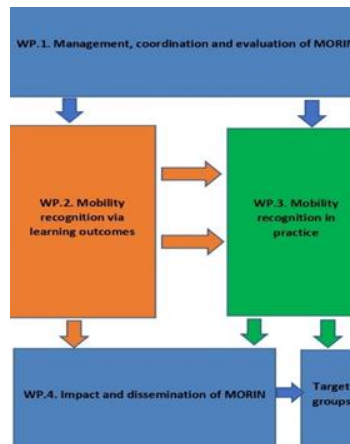


Figure 2. The work plan of MORIN.

WPs 1 and 4 are horizontal, supporting the activities carried out in WPs 2 and 3 at the level of project management and dissemination and exploitation of project results.

Details about WPs and task leaders are given in the table below:

WP No	WP Name	Short description	Lead BEN	Start Month	End Month	Tasks	Lead BEN
1	Management, coordination and evaluation of MORIN	The aim of this WP is to ensure the organization and implementation of all project activities in a timely, well-coordinated and qualitative manner.	UV	1	24	1.1 Kick-off meeting	UV
						1.2 Setting up Project Management Bodies (PMB, SC, QAC) and developing PM and QA procedures	UV
						1.3 Approving and signing Partnership agreements	
						1.4 Managing a Project Management Platform	
						1.5 Coordinating project activities	
						1.6 Evaluation reports (internal, external, self-evaluation)	UV
						1.7 Financial management guide, financial reporting and auditing	
2	Mobility recognition via learning outcomes	WP 2 builds on the needs analysis, desk research and data collection activities carried out before the writing of the project proposal regarding student mobility recognition practices and approaches in 3rd countries not associated to the programme HEIs.	UP	1	11	2.1 Grey literature review on academic recognition of study periods abroad	KPT
						2.2 Building a self-assessment tool for the recognition of study periods abroad	UNI
						2.3 Assessing recognition practices at WB HEIs	AAB
						2.4 Mapping WB6 mobility recognition practices	UV
						2.5 Exchange visits to EU and 3rd country associated to the programme partners	UP, UKLO
						2.6 Training workshops organised at EU and 3rd country associated to the programme partners on mobility recognition practices	UP, UKLO
						2.7 Organising webinars on various aspects of mobility recognition	UP
3	Mobility recognition in practice	The activities for this WP are envisioned to put into practice what was developed in WP	UNI	12	24	3.1 Developing guidelines on recognition via learning outcomes	UET
						3.2 Rewriting LOs for courses within two study programmes at each WB partner	UKLO





		2				3.3 Mobility recognition practices in action after rewriting LOs	BC
						3.4 Revising/developing the regulation on recognition of study periods abroad	AAB
						3.5 Creating a mobility repository for WB HEIs	UNI
						3.6 Writing a progress report on recognition practices at WB HEIs	KPT
4	Impact and dissemination of MORIN	The aim of this WP is to disseminate project activities during its lifetime and to exploit its results and outcomes among other HEIs in the WB6, make them known in the EU, Western Balkans and beyond, to reach out HERE experts, policy-makers, student networks, interested academics, other relevant stakeholders in mobility practices as contributing to the quality of education, employability, free movement of people, hence (regional) integration, thus become more visible nationally, regionally, and internationally.	UET	1	24	4.1 Developing and adopting a dissemination, exploitation and sustainability plan	UET
						4.2 Creating and maintaining an interactive project website	UET
						4.3 Designing and creating promotional and dissemination materials	UET
						4.4 Organizing promotion and dissemination days and activities	UET
						4.5 Publishing the MORIN newsletter	UET
						4.6 Organizing the project's final conference	UV
						4.7 Publishing the conference proceedings	UV

Table 1. WPs, tasks and task lead BENs.

### 3.1 Work packages and deliverables

Below is a summary of the four WPs along with the corresponding deliverables (title of each deliverable, lead beneficiary, type, dissemination level, and deadline for completing each).

WP No	WP Name	Lead BEN	Start - end Ms	Deliverables	Description	Lead BEN	Type	Diss. level	Due
1	Management, coordination and evaluation of MORIN	UV	1-24	1.1 Project management guidelines	A 100-page max. document in English, electronic Provides management guidelines for project partners and has appendixes for risk, conflict resolution, communication and finances.	UV	R	PU	29 Feb 2024
				1.2 Evaluation reports (internal, external, self-evaluation)	Templates in English used mainly after each activity to collect feedback via google forms/other digital tools. Data analysis will be shared and interpreted with other partners in consortium meetings. Document in English; available electronic.	UV	R	SEN	30 Nov 2025
				1.3 Surveys of	Google form and/or other digital tool survey templates will be used and	UET	R	SEN	30 Nov





				stakeholders	launched for each activity with stakeholder. The forms will be in Albanian and in English. The collected data will be analyzed and interpreted and shared with all partners to be discussed in consortium meetings.				2025
				1.4 Mid-term progress report	Progress report on project implementation covering the period from M1 to M12. About 30-page document in English, electronic.	UV	R	SEN	30 Nov 2024
				1.5 External expert reports for QA	Two external expert reports, one for each project year, prepared with feedback and input received by the members of the International Advisory Committee during the online meetings with the partner representatives. About 20-page documents in English, electronic.	UV	R	SEN	30 Nov 2025
				1.6 Mid-term QA progress report	Progress report on the quality of the project results and the implementation of the quality plan covering the period from M1 to M12. About 30-page document in English, electronic.	UV	R	PU	30 Nov 2024
				1.7 Final QA progress report	Progress report on the quality of the project results and the implementation of the quality plan covering the period from M12 to M24. About 30-page document in English, electronic.	UV	R	PU	30 Nov 2025
				1.8 Needs analysis report	A needs analysis report based on the data collected and findings during the writing of the project will be produced to pave the way for the mapping report in WP2. About 30-page document in English, electronic.	UV	R	SEN	29 Feb 2024
				1.9 Quality assurance Manual	A document with guidelines for QA procedures (planning, managing, control) accompanied by templates (various reports, surveys, self-satisfaction forms) appended to it and instructions about how to create them online, if any, to be adopted by all partners; c) quality indicators, that is, measurable indicators telling of high quality, such as the quality of the content of manuals and guidelines, training materials, publications; the number of participants in each of the project activities; the number of view(er)s for online content (webinars, resources, guides, manuals); the number of responses for the surveys; the number of HEIs reached out beyond the consortium for the survey; usage statistics; copies of print publications distributed etc. About 50-page document in English, electronic.	UV	R	SEN	31 Mar 2024
2	Mobility recognition via learning	UP	1-11	2.1 Five-day exchange visits	Two visits organized at UP and UKLO to observe best practices and receive training on recognition practices. 20 participants x 2 = 40 from WB	UP UKLO	Event	PU	29 Feb 2024





outcomes			HEIs, 5-day events, in English, agenda, attendance list, presentations, satisfaction surveys.				
	2.2 Literature review report on mobility recognition practices		A literature review report will be produced and published open access on the project website after grey literature research on the impact of student mobility.  Electronic, available in English and Albanian, 10 pp maximum	KPT	R	PU	31 Mar 2024
	2.3 A self-assessment tool for the recognition of study periods abroad		Based on the literature review report, a work group (two academics from two different subject areas and a student representing each partner), will prepare the "Mobility recognition: A self-assessment tool". A link to the survey will be generated and made available for use in two languages, English and Albanian.  Electronic, available in English and Albanian, 5 pp maximum	UNI	R	PU	31 May 2024
	2.4 A 'state-of-the-art' review report on mobility recognition		The "Mobility recognition: A self-assessment tool" will be used by WB partners to self-assess their recognition practices on a larger scale and produce a comprehensive 'state-of-art' report in electronic form (pdf).  Electronic, available in English and Albanian, 80 pp maximum	AAB	R	PU	30 Jun 2024
	2.5 WB6 mobility recognition practices mapping report		WB6 mobility recognition practices mapping report will be produced after administering the tool with WB6 HEIs reached out for mapping purposes. The document will be produced in pdf and hard copy.  Electronic, available in English, 100 pp maximum, 200 copies	UV	R	PU	30 Sep 2024
	2.6 Webinars on mobility recognition via learning outcomes		Two capacity-building webinars on various aspects of mobility recognition via LOs will be organised via zoom, streamed and later uploaded on YouTube. EU and 3rd country associated to the programme experts and the trained staff at WB HEIs will pair to deliver content for these thematic webinars. A dedicated link on the project website titled "Webinars on mobility recognition via LOs" will be added and form part of the mobility repository that will be created in WP2.  Recorded material, 45-60 min max in length, dedicated links to the project website, uploaded on YouTube	UET	Webinar	PU	31 Oct 2024
	2.7 Training workshops on mobility recognition practices		Two thematic training workshops organized by UP and UKLO during the visits of WB academic staff. The topic is recognition practices, their implementation, and the writing of LOs for facilitating curriculum comparability and enhancing	UP, UKLO	Workshop	SEN	29 Feb 2024





					students' skills for mobility and for building a skills-oriented and learner-centred approach to recognition. The target audience are academic staff from the WB partners.				
3	Mobility recognition in practice	UNI	12-24	3.1	<p><i>Guidelines for Academic Recognition via Learning Outcomes</i> developed</p> <p>Guidelines for Academic Recognition via Learning Outcomes, a document in the form of a handy manual which covers recognition-related terminology, practices and approaches and guidelines for writing LOs. Electronic (pdf), in Albanian and English, 20 pp max. each version.</p>	UET	R	PU	30 Nov 2024
				3.2	<p>Revised learning outcomes for at least 5 courses within two study programmes at each WB partner</p> <p>The LOs of 5 courses within two study programmes offered at each WB HEI are rewritten by WB teachers under the supervision of the working group at each WB HEI for a more skills-oriented and future-proof approach to sustain student mobility recognition as integrating an international component that speaks for global, transferrable and comparable learning.</p> <p>Pdf documents (2), available in English and Albanian, 10 pp max each version, electronic</p>	UKLO	R	SEN	28 Feb 2025
				3.3	<p>Recognition practice carried out</p> <p>One recognition practice will be carried out by each HEI, which will be compared against the simulated recognition practice carried out by the recognition committee set up within the consortium for this purpose. A final recognition document will be produced after suggestions and recommendations are reflected.</p> <p>Three documents in pdf are produced, one by the home recognition committee in Albanian and English, one by the recognition committee set up by the consortium in English, and a final (revised) document by the home recognition committee in Albanian.</p> <p>Pdf documents, available in Albanian and English</p>	BC	R	SEN	31 May 2025
4	Impact and dissemination of MORIN	UET	1-24	4.1	<p>Dissemination, exploitation and sustainability plan</p> <p>The report, a pdf file available in English, provides a detailed description of the activities to be performed and the strategy for their dissemination to reach out other HEIs in Albania and the WB interested in improving their recognition procedures, exploitation of the project results, beyond the limits of the project funding, thus ensuring its long-term sustainability. It includes dissemination guidelines and tools, a sustainability strategy for disseminating and exploiting project results even after the project is over.</p>	UET	R	PU	31 Jan 2024





				Electronic, made available online, in English, about 30 pages				
			4.2 Project website and promotional materials	<p>Project website - An interactive space where project activities, aims, objective, partners, results, deliverables are advertised, promoted and disseminated. Promotion of the project in each project partner institution's website. Links to the project social media accounts as well as to project partners, full and associated, other networks contributing to disseminating and exploiting project results; to project results, publications and events (meetings, trainings, webinars, surveys/reports, final conference, conference proceedings, newsletter) will be included.</p> <p>In English, with dedicated links to project activities, objectives, deliverables, training materials, training and other activities</p>	UET	DEC	PU	29 Feb 2024
			4.3 MORIN Newsletter	<p>A pdf file providing periodic coverage of project activities, results and impact.</p> <p>Electronic, in English, available on the project website, about 15 pages</p>	UET	R	PU	30 Nov 2025
			4.4 Final conference	<p>Conference pack, a pdf file in English providing the following: conference programme, book of abstracts, list of participants with information about (keynote) speakers, conference proceedings.</p> <p>Conference programme, list of participants, book of abstracts (in English, electronic and hard copy, 50 pp max), a book of proceedings (in English, electronic and hard copy, 150 pp max), about 70 participants, a two-day conference, in English, photo gallery</p>	UV	Event	PU	30 Nov 2025
			4.5 Social media	<p>Social media contents and programmes to be included, such as Facebook, Instagram, LinkedIn and Twitter and Youtube. The aim will be to reach project partners, participants from project partners, students, academic staff, university community, research community, end users of the project deliverables. Digital document. English</p>	UET	DEC	PU	30 Nov 2025
			4.6 Mid-term report on the implementation of the Dissemination, exploitation	<p>Progress report on the implementation of the Dissemination, exploitation and sustainability plan covering the period from M1 to M12. About 30-page document in English, electronic.</p>	UET	R	PU	30 Nov 2024





				and sustainability plan					
				4.7 Final report on the implementation of the Dissemination, exploitation and sustainability plan	Progress report on the implementation of the Dissemination, exploitation and sustainability plan covering the period from M12 to M24. About 30-page document in English, electronic.	UET	R	PU	30 Nov 2025

**Table 2. Work packages and deliverables.**

### 3.2 Milestones

In order to provide a structured way to track MORIN’s progress, manage time effectively, facilitate communication and collaboration among team members and stakeholders, aid in decision-making, as well as help in setting deadlines, ensuring that tasks are completed within a specific timeframe, and avoiding delays, the following milestones are essential for the success of MORIN, hence ensuring the project team remains focused and aligned.

Milestone No	Milestone Name	WP No	Lead BEN	Means of Verification	Due Date	Scheduled
MS1	Kick-off meeting organized successfully	1	UV	Attendance list and meeting agenda	31 Dec 2023	8 Dec 2023
MS2	Partnership agreements signed	1	UV	Document of the PA with partners’ signature and stamp. Signed PAs returned to consortium partners.	29 Feb 2024	29 Feb 2024
MS3	The self-assessment successfully implemented	2	UV	-Link to the report on the project website, ESN website(s) -Final document of the report in print	31 May 2024	
MS4	Webinars on various aspects of mobility recognition successfully organised	2	UP	-Youtube upload -Link to the project website	31 Oct 2024	





MS5	Learning outcomes for at least 5 courses within two study programmes at each WB partner are rewritten.	3	UKL O	Electronic documents in pdf, available in English and Albanian	28 Feb 2025	
MS6	Recognition practices successfully carried out	3	BC	Documents of the recognition practice followed by both committees, pdf format.  Final recognition document produced by the home committee.	31 Jul 2025	
MS7	An interactive website created	4	UET	Website up and running, available online for public access.	31 Mar 2024	
MS8	Final conference	4	UV	Conference programme and book of abstracts, link to the conference website	30 Nov 2025	

**Table 3. Milestones.**

### 3.3 Project timeline

All the activities foreseen with the MORIN project will be realized in 24 months. The timeline of project activities, including deliverables and milestones, is presented in the Gantt chart below (Figure 3).

Managing the project timeline ensures a well-structured, dynamic project schedule throughout the project lifecycle, relying on a rolling wave approach, which implies adaptability in case some condition changes or some new information related to the realisation of project activities becomes available. It involves strict change control and a comprehensive monitoring system, with the COO coordinating the project activities and gathering information from all partners regarding the progress and timing of activities.

The COO manages the project's schedule, while the lead BEN of each WP manages the task's action plan. Monthly monitoring helps identify schedule backlogs, and the COO and Lead BEN work together to restore the project. Delays greater than 1 month require SC guidance, while those exceeding 3 months are unacceptable. Changes can occur upon prior decision by the SC and approval by the project office. If approved, they are incorporated into an updated work plan with a revision history log. They are likewise reflected in the other project-related documents in which they appear. The approved schedule plan is stored in the MORIN Google Drive repository. A project management platform will be used to facilitate this process by sending automatic reminder notifications when deadlines are approaching.





Timetable MORIN duration - 2 years																								
YEAR 1												YEAR 2												
ACTIVITY	MONTHS																							
	M 1	M 2	M 3	M 4	M 5	M 6	M 7	M 8	M 9	M 10	M 11	M 12	M 13	M 14	M 15	M 16	M 17	M 18	M 19	M 20	M 21	M 22	M 23	M 24
Task 1.1 - Kick-off meeting	🎯																							
Task 1.2 - Setting up Project Management Bodies (PMB, SC, QAC) and developing PM and QA procedures			D 1.1	D 1.9																				
Task 1.3 - Approving and signing Partnership agreements			🎯																					
Task 1.4 - Creating a Project Management Platform																								
Task 1.5 - Coordinating project activities																								
Task 1.6 - Evaluation reports (internal, external, self-evaluation)			D 1.8								D 1.4, D 1.6												D 1.2, D 1.3, D 1.5, D 1.7	
Task 1.7 - Financial management guide, financial reporting and auditing																								
Task 2.1 - Grey literature review on academic				D 2.2																				







Co-funded by  
the European Union



recognition of study periods abroad																				
<b>Task 2.2</b> - Building a self-assessment tool for the recognition of study periods abroad					D 2.3															
<b>Task 2.3</b> - Assessing recognition practices at WB HEIs						D 2.4														
<b>Task 2.4</b> - Mapping WB6 mobility recognition practices								D 2.5												
<b>Task 2.5</b> - Exchange visits to EU and 3 <sup>rd</sup> country associated to the programme partners			D 2.1																	
<b>Task 2.6</b> - Training workshops organised at EU partners on mobility recognition practices			D 2.7																	
<b>Task 2.7</b> - Organising webinars on various aspects of mobility recognition								D 2.6												
<b>Task 3.1</b> - Developing guidelines on recognition via learning outcomes								D 3.1												
<b>Task 3.2</b> - Rewriting LOS for courses within two study programmes at each WB partner													D 3.2							
<b>Task 3.3</b> - Mobility recognition practices in action after rewriting LOs																	D 3.3			
<b>Task 3.4</b> - Revising/developing the regulation on recognition of study periods abroad																				



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BIZNESI



Palacký University  
Olomouc





## 4. Project communication

Communication modes and channels will be given special attention for mutual understanding, commitment, transparency, and coordination of activities. UV, as the COO, will ensure day-to-day coordination and be responsible for communicating with the agency and addressing all issues with the project officer on behalf of the consortium. Contact persons will ensure day-to-day coordination with their team and institution. Email will be used for communication purposes, but should it become necessary and urgent, other faster online communication means will be used (via Viber, WhatsApp, or video conferencing) to reach out to people in real time. Announcements of project activities will be published in real time on the project website and social media. Besides the project website, a project management platform will also be managed by UV, which will be used by all partners to collect all project documentation produced by all partners. Each partner will be provided with 'log in' details and have access to most parts of the platform, whereas the project COO and the project officer appointed by the agency will have access to the whole platform. Internal documents will also be stored here. Automatic reminding options will be activated on the platform to keep track of deadlines for completing activities on time and according to the guidelines and templates agreed upon by partners. For communications with the project officer, for managing the project grant and reporting the Funding and Tender Opportunities and SYGMA platforms will be used. Communication with the project officer will be made by the coordinator (on behalf of the consortium).

### 4.1 Meetings

Various kinds of meetings will be regularly organised for the proper management of project activities: consortium meetings, whose aim will be to report on project activities; SC meetings, which will monitor the progress and realisation of progress activities as well as discuss important issues that require decision-making; QAC meetings, which will focus on the quality of project activities and may coincide with the consortium meetings; and meetings with the IAC, which will aim to link the project to external stakeholders.

According to the budget available for the organization of events, physical meetings have been kept to a minimum. There will be three physical meetings all in all: one kick-off meeting or first consortium meeting, one mid-term meeting, which will be combined with the training activities that will be organised in Tirana, and a final consortium meeting that will take place in Vlora concurrently with the final dissemination conference.

Besides these meetings, regular online meetings will be organised between the members of the SC, QAC, and IAC with the project BENs. Every four months, the members of the SC, the QAC, and the entire project team will meet online to discuss matters related to project activities and their progress and schedule. The meetings with the IAC will take place at least twice, at the end of each project year.

The pre-kick-off meeting took place online on December 8, 2023. The first consortium meeting is scheduled for January 18–19, 2024, in Vlora, Albania.

Technical meetings, which include WP meetings, are convened at the WP Leader's request, with the WP Leader as the chairman. Their aim is to discuss the realisation, progress, and scheduling of WP activities.

Should it become necessary, other meetings besides these may be organized. Physical meetings will be combined with other physical activities taking place within the framework of the project. Other meetings will take place online via the Google Meet app unless some other app with recording facilities becomes available.

#### **4.2 MORIN project website**

One of the primary resources for information about the consortium and the project's accomplishments is the MORIN project website, <http://www.morin-project.eu>, which gives visitors thorough details about the project's goals and background. The website was created by the UET team and is likewise maintained by UET, which is leading this WP. The MORIN project website is run in English. It is a fully functional project website that is maintained even after the project is over. A management platform for storing internal documentation will be used and linked to it. Information about the project, its objectives, work plan, deliverables, milestones, relevant documents produced, links to partners, and other relevant websites will appear here. The website also hosts links to social media accounts and a Public Documents area. It will involve external stakeholders in the project's activities, providing downloadable public documents, conference notices, academic papers, and other valuable insights. The website is regularly developed and updated by UET.

#### **4.3 Document repository**

This part will be added once the project management platform has been purchased and put to use.

#### **4.4 MORIN project templates**

To ensure project consistency when communicating with external stakeholders or other interested parties, a set of standard templates for various communication, reporting, dissemination, and exploitation activities has been developed, which include:

- Report template;
- Deliverable template;
- PowerPoint presentation template;
- MORIN's visual identity;
- Disclaimer for published materials.

For details about how to use MORIN's visual identity and disclaimers can be found in D 4.1. 'Dissemination, Exploitation, and Sustainability Plan'.



#### 4.5 Project reporting

Reporting is important to track the progress and realisation of the project activities, as well as to account for all of these to the grant authority, the EACEA.

All BENs produce annual administrative reports for PM on local project resource and budget administration. The COO is informed of any inconsistencies or unexpected resource management. WP BENs produce activity reports for each WP. Partners provide necessary information for periodic reports submitted to the European Commission, including technical progress, results, compliance, and management information. The COO synthesises project status and planning.

These reports will be reported as deliverables, as follows:

To make reporting a deliverable that is easy to comply with and submit in due time, a template will be developed and used for this purpose.

WP No	Deliverable No	Deliverable Name	Description	Lead BEN	Diss. Level	Due Date
WP1	D1.2	Evaluation reports (internal, external, self-evaluation)	Templates in English used mainly after each activity to collect feedback via google forms/other digital tools. Data analysis will be shared and interpreted with other partners in consortium meetings. Document in English; available electronic.	UV	SEN	30 Nov 2025
WP1	D1.3	Surveys of stakeholders	Google form and/or other digital tool survey templates will be used and launched for each activity with stakeholder. The forms will be in Albanian and in English. The collected data will be analyzed and interpreted and shared with all partners to be discussed in consortium meetings.	UET	SEN	30 Nov 2025
WP1	D1.4	Mid-term progress report	Progress report on project implementation covering the period from M1 to M12. About 30-page document in English, electronic.	UV	SEN	30 Nov 2024
WP1	D1.5	External expert reports for QA	Two external expert reports, one for each project year, prepared with feedback and input received by the members of the International Advisory Committee during the online meetings with the partner representatives. About 20-page documents in English, electronic.	UV	SEN	30 Nov 2025
WP1	D1.6	Mid-term QA progress report	Progress report on the quality of the project results and the implementation of the quality plan covering the period from M1 to M12. About 30-page document in English, electronic.	UV	PU	30 Nov 2024
WP1	D1.7	Final QA progress report	Progress report on the quality of the project results and the implementation of the quality plan covering the period from M12 to M24. About 30-page document in English, electronic.	UV	PU	30 Nov 2025
WP1	D1.8	Needs analysis report	A needs analysis report based on the data collected and findings during the writing of the project will be produced to pave the way for the mapping report in WP2. About 30-page document in English, electronic.	UV	SEN	29 Feb 2024



WP2	D2.2	Literature review report on mobility recognition practices	A literature review report will be produced and published open access on the project website after grey literature research on the impact of student mobility.  Electronic, available in English and Albanian, 10 pp maximum	KPT	PU	31 Mar 2024
WP2	D2.4	A 'state-of-the-art' review report on mobility recognition	The "Mobility recognition: A self-assessment tool" will be used by WB partners to self-assess their recognition practices on a larger scale and produce a comprehensive 'state-of-art' report in electronic form (pdf).  Electronic, available in English and Albanian, 80 pp maximum	AAB	PU	30 Jun 2024
WP2	D2.5	WB6 mobility recognition practices mapping report	WB6 mobility recognition practices mapping report will be produced after administering the tool with WB6 HEIs reached out for mapping purposes. The document will be produced in pdf and hard copy.  Electronic, available in English, 100 pp maximum, 200 copies	UV	PU	30 Sep 2024
WP4	D4.6	Mid-term report on the implementation of the Dissemination, exploitation and sustainability plan	Progress report on the implementation of the Dissemination, exploitation and sustainability plan covering the period from M1 to M12. About 30-page document in English, electronic.	UET	PU	30 Nov 2024
WP4	D4.7	Final report on the implementation of the Dissemination, exploitation and sustainability plan	Progress report on the implementation of the Dissemination, exploitation and sustainability plan covering the period from M12 to M24. About 30-page document in English, electronic.	UET	PU	30 Nov 2025

**Table 4. Project reports and deadlines.**

## 5. Conflict resolution plan

As part of the PMG document, the MORIN consortium will also adopt a Conflict Resolution Plan (CRP) as a structured approach to address and resolve conflicts or disagreements that might arise during project management and implementation. The CRP outlines the steps and strategies to manage conflicts effectively and minimise their negative impact on the MORIN project.

### 5.1 The importance of the CRP

In project management, conflict is unavoidable. Development deliverables have a high risk of conflict because they require people with diverse backgrounds and philosophies to collaborate in order to accomplish the proposed goal. Differences in values, attitudes, needs, expectations,

perceptions, resources, and personalities can all contribute to conflict in team projects. Project managers and other team members can handle and successfully resolve conflicts with the support of proper conflict resolution skills and strategies, so that the working environment becomes more productive. Thus, conflict can be constructive or destructive, depending on the situation. Constructive conflict involves personal growth, increased involvement, and a solution to the problem. However, if not managed properly, it can threaten organisational unity, business partnerships, team relationships, and interpersonal connections. Destructive conflict, on the other hand, results in polarisation and energy loss.

As such, a conflict resolution plan is crucial for project management as it promotes smooth progress, maintains team cohesion, enhances communication, improves decision-making, reduces project risks, and enhances stakeholder satisfaction. It helps in handling conflicts promptly, minimising delays, and ensuring efficient project progress. It encourages open and transparent communication, fostering better understanding and collaboration among team members. A well-defined plan also helps identify, mitigate, or avoid potential risks, ensuring project goals are achieved effectively.

## **5.2 Sources of conflict**

Project management conflicts can arise from various factors, including limited resources, unclear project goals and objectives, communication breakdowns, changes in project scope, conflicting priorities, power struggles, lack of trust and collaboration, personality clashes, unclear roles and responsibilities, and external factors such as market conditions, legal requirements, or stakeholder pressures. Limited resources can lead to competition among team members, while unclear goals and objectives can cause misunderstandings and conflicts. Communication breakdowns can also lead to conflicts, as team members may have different communication styles. Changes in project scope, conflicting priorities, power struggles, a lack of trust, personality clashes, and unclear roles and responsibilities can also contribute to conflicts.

Given that each partner's role has been clearly defined to prevent any misunderstandings later in the project, conflict is not anticipated to be a major factor. Conflict resolution and problem-solving are approached methodically. Many of the team members have worked together previously, either on joint projects or in other frameworks, and are quite familiar with each other's working styles, which should contribute to creating a friendly working environment and becoming familiar with the other team members.

## **5.3 Conflict management strategies**

Conflict management strategies are ways or techniques to resolve disputes. Should decision-making fail to reach consensus or any conflict arise, the following conflict resolution strategies will apply:

- Face the issue, take the necessary time and space to communicate, and consider all options and aspects that are at the root of the problem/discussion.



- Give time to discuss the issue in another meeting/occasion to make sure that all parties involved have delved into the matter and considered all perspectives.
- Meetings will/can be organised with the conflicting parties involved to smooth out differences, listen to each other, and get to a common understanding of what the problem is, what role each individual has in the conflict, and what some possible solutions might be.
- Give time for reflection and reconsider all new options to select among the alternatives.
- Assign roles and clarify responsibilities at the beginning of each activity to avoid team members being unsure of their roles or overlapping responsibilities, which may result in conflicts over accountability and decision-making.
- Constant monitoring and follow-up to make sure that a solution has been found and no new inconveniences can arise or old tensions still linger.

#### **5.4 Conflict resolution measures**

At the core of conflict resolution is the idea that disagreements should be settled amicably and as close to the source of conflict as feasible, meaning that local conflicts are handled by the parties involved (for example, a disagreement between the BENs involved in a WP should be handled by the WP team).

When a conflict cannot be resolved internally, parties can pursue a "principled negotiation" process, which aims to stay focused on achieving the result/outcome while maximising the benefits of all parties involved.

The following actions are taken in the event that disagreements arise within the consortium about how the project is being carried out or other project-related issues:

- The parties will make an effort to settle their disagreement amicably.
- Should the conflict not be settled locally, it is brought before the project COO, who is responsible for addressing and suggesting solutions to technical issues. If the solution proposed by the project COO is agreed upon by the parties involved, the conflict is resolved.
- In case this attempt is unsuccessful, the issue will be brought up at the SC's first scheduled meeting; alternatively, in an emergency, the project COO will call an ad hoc meeting of the SC. The ad hoc meeting can be called by the project COO or at the request of a SC member. The SC will decide which procedure will be followed and what resolution measures should be taken after discussing the issue and trying to reach a consensus through the project COO. The person who starts the conflict will declare that they accept the process and the necessary resolution actions.
- If the conflict cannot be resolved, the SC will declare the participant 'not in line' with the project execution, and the Consortium will request that the participant's contract be terminated with the consequences outlined in the contract. The situation and the steps to be taken to remedy it will be immediately communicated to the project officer. The QAC will recommend a suitable evaluation of the work plan, which will then be approved by the SC and sent to the commission for approval.





- If the SC decide that a voting process will be carried out to resolve a conflict among partners, then 80% of the partners must vote in order for the decision to be approved (6 out of 8 BEN partners).

- To avoid conflicts resulting from potential unconscious biases and culturally-grounded stereotypes, clear reference will be made in all project-related communication documents and activities that the consortium partners are committed to comply with EC's decision on the framework of inclusion measures of the Erasmus+ and European Solidarity Corps Programmes 2021-2027 (<https://erasmus-plus.ec.europa.eu/document/commission-decision-framework-inclusion-2021-27>) and follow the guidelines in Implementation guidelines Erasmus+ and European Solidarity Corps Inclusion and Diversity Strategy (implementation-inclusion-diversity\_apr21\_en (1).pdf), an important guiding document for the implementation of mobility agreements as well.

## 6. Risk Management Plan

Like conflicts, risks are highly likely to materialise during project implementation. Generally speaking, in project management literature, a risk is defined as an uncertain event or condition that could negatively (or even positively) impact project objectives like scope, schedule, cost, or quality, and if it occurs, it becomes a project Consortium issue. Our focus is on risks that are likely to negatively impact the realisation of the MORIN project. That is why it is important to identify and manage risks in order not to endanger the smooth realisation of project activities. Risk management involves identifying, assessing, and prioritising risks to minimise their impact. Mitigation strategies and contingency plans can be developed to lessen their impact. Effective risk management requires an informed understanding of relevant risks. For these reasons, we have developed a risk management plan.

This Risk Management Plan (RMP) outlines the strategies and procedures to identify, assess, and mitigate risks associated with the MORIN project. The overall objective of this plan is to minimise the potential negative impact of risks on the project's timeline, budget, quality, and overall success and realization. The plan will be applicable to all project BENs and will be periodically reviewed and updated throughout the project lifetime.

### 6.1 Risk management strategy

By risk management strategy, we refer to the risk management activities or actions that are applied to the MORIN project to attempt to decrease the probability and impact of negative events by identifying and planning for risks before significant negative consequences can occur. The risk management process goes through the following steps (Figure 4): risk identification, risk assessment, risk response planning, risk monitoring and control, risk contingency planning, and risk communication.



## RISK MANAGEMENT PROCESS

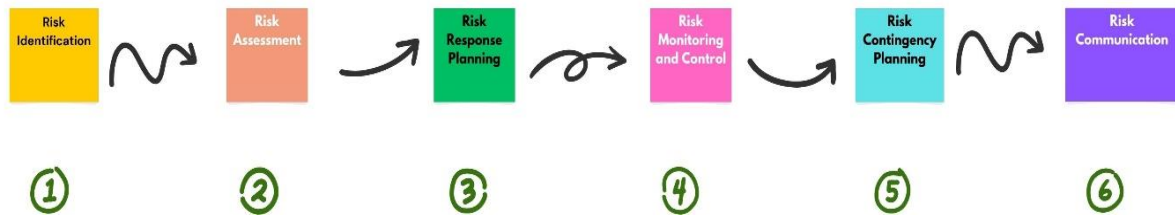


Figure 4. Risk Management Process.

For every project risk that is introduced during the risk management process, these steps are carried out in the above-illustrated order.

Risks already identified and new risks that emerge during the implementation of the project are all recorded in the document “Critical Implementation Risks and Mitigation Actions” (Table 6). The document, an Excel file, is a central tool for recording risks, identifying, classifying, organising, evaluating, and tracking potential threats. It is maintained by the project COO and constantly reviewed and updated.

Risks are related to WPs. That means that before the implementation of the activities within a WP, the WP leader should be well familiar with the “Critical Implementation Risks and Mitigation Actions” document and this Risks Management Plan. Any new risks identified by the WP will be reported to the project COO, who will record them in the document “Critical Implementation Risks and Mitigation Actions,” along with the strategy for mitigating them as proposed by the SC.

### 6.2 Risk Identification

Risk identification is the proactive process of identifying potential project problems before they seriously endanger the realisation of project activities. It is an iterative process, initiated during the proposal phase and updated throughout the project’s lifecycle. They can be political, design-related, procurement-related, environmental, technical, organisational, external, or economic. For MORIN, risks are identified at the WP level.

The project team will actively engage in identifying risks by resorting to the following actions:

- a. observation and brainstorming during project activities or meetings with the QAC and IAC members.
- b. reviewing lessons learned from previous projects.
- c. Comments and observations from the surveys conducted to gather feedback from project participants.
- d. reviewing project documentation, such as the project reports and templates.

### 6.3 Risk Assessment

Once risks are identified, they will be assessed based on probability and impact. Each risk’s likelihood and potential consequences will be rated using a scale (e.g., low, medium, or high). The project team will evaluate and prioritise risks based on the following criteria: a. Probability of occurrence. b. Potential impact on project objectives. c. Availability of preventative or mitigating measures. d. Time and cost implications. e. Stakeholder expectations and concerns. Since assessment can be a subjective process, the following methodology will be used to determine risk probability and impact:

**Probability** (measured in percentage of occurrences)

*Very Low* (<10%)

*Low* (10-30%)

*Medium* (30-50%)

*High* (50–70%)

*Very High* (>70%)

**Impact** (evaluative description)

*Very High* (Catastrophic): Risk that could disastrously affect the project's budget, timeline, or performance

*High* (major): risk that seriously affects the project's budget, timeline, or performance

*Medium* (significant): risk that significantly affects the project's budget, timeline, or performance

*Low* (minimal): risk that doesn't significantly affect budget, schedule, or performance

*Very Low* (Trivial): risk that barely affects the schedule, budget, or performance

Probability, that is, the quantitative assessment of risk occurrence, and impact, the qualitative evaluation of how the risk will or can affect the realisation of project activities, are combined to determine the risk level (*low, medium, or high*) and generate a list of the risks that should be prioritised, as shown and signalled in Table 5.

Risk No	Description	Work package No	Proposed risk-mitigation measures
1	Non-synchronized delivery of reports, survey forms, and other reporting documents (missing information, missing content and format) according to the templates provided in the QA manual.  <i>medium impact/medium probability</i>	1	UV and the work package leaders will strongly encourage partners to stick to the templates by reminding them to use them and resend them, if necessary, by email.  A project management platform/app with enhanced features will be used to keep everything well organized in one place



			<p>(communication, tasks, activities, schedules, forms, deliverables etc.)</p> <p>Forms will be first delivered as draft versions, uploaded onto the project platform to be viewed by all partner team members, reviewed by WP leaders for any comments/revisions/additions provided by themselves/other PT members.</p> <p>Reminders about the deadlines will be sent out.</p>
2	<p>Reports not submitted in due time. Tasks are not completed within the deadline due to the amount of workload staff might have.</p> <p><i>medium impact/medium probability</i></p>	1	<p>Day-to-day coordination of activities will be emphasized to make sure that tasks and activities are completed in due time.</p> <p>Extensions will apply when strictly necessary.</p> <p>A project schedule for managing project tasks and deliverables according to deadlines will be added to the project platform/website to keep track of all activities and their realization in due time. Automatic reminders will be sent to PTs via the platform.</p> <p>Online mentoring will be provided to discuss any inconveniences/difficulties arising from completing these docs.</p>
3	<p>Activities do not take place as scheduled.</p> <p><i>low impact/medium probability</i></p>	2, 3	<p>UV and partners will make sure that good communication is held up along the way to finalize the activities foreseen in this work package, which require good team work.</p> <p>A shared project schedule and calendar with automated reminders will be added to the project management platform.</p>
4	<p>-Difficulties in understanding the recognition process via LOs and writing internationalized learning outcomes. -Delays with finalizing the tools (survey, guidelines), hence with aligning curricula via LOs.</p> <p><i>medium impact/medium probability</i></p>	2	<p>Online mentoring will be provided throughout these activities to provide support to WB partners.</p> <p>Drafts will be shared on the project platform to review the tasks beforehand, provide feedback and revise accordingly.</p> <p>PTs will organize frequent meetings with each other to finalize the deliverables and/or assess areas for improvement and seek help from other partners.</p> <p>Discussion boards will be enabled on the project platform.</p>





			Meetings will the International Advisory Board will also be organized to seek their opinion for validating the tools.
5	<p>Putting up the content and the resource materials for the training modules/webinars takes longer than scheduled.</p> <p><i>low impact/medium probability</i></p>	3	<p>Work groups will meet online to discuss what content and resources should go into the training modules, the layout, modes of delivery, the guidelines, tools, LOs.</p> <p>Online mentoring will be provided by the UP, UNI and UKLO teams.</p> <p>Meetings will the International Advisory Board will also be organized to discuss the draft products before finalizing them.</p>
6	<p>-Delays with the finalization of the conference programme.</p> <p>-Difficulty with booking accommodation in Vlora.</p> <p><i>low impact/medium probability</i></p>	3	<p>Online meetings will be organized to discuss the layout of the conference, the format (physical or blended), coverage of topic areas, number of presentations to be included in the programme.</p> <p>The work package leader and the local organizers will make arrangements months in advance to avoid expensive rates and prices for flights and accommodation and to avoid inconvenience with booking.</p> <p>Reminders will be sent via the project platform.</p>
7	<p>Training resources and content, guides are made available in one language only.</p> <p><i>low impact/medium probability</i></p>	3	<p>WB partners will share tasks among each other (assign one person per partner to cover different resources/chapters/units) to make resources available in two languages, English and the local language.</p> <p>Drafts will be shared among partners via the platform and reviewed by the WP leader and other PT members for feedback and comments.</p> <p>A task leader will be assigned to unify the resources after visions and revisions.</p>
8	<p>The minimum required number for participation in the webinars at WB partners is not reached.</p> <p><i>low impact/medium probability</i></p>	3	<p>Partners will be encouraged to advertise the webinars long beforehand and across various channels.</p>
9	<p>Unexpected cancellation of participation by any of the teachers due to urgent commitments, any COVID-related or similar health situation (seasonal epidemics), unexpected cancellation of journey for circumstantial reasons (cancellation of flights etc.)</p>	1, 2, 3, 4	<p>Replacements will be organized/selected for any missing teacher.</p> <p>If not possible, the online option will be considered for delivering the training.</p>





	<i>low impact/medium probability</i>		
10	Unforeseen travel restrictions/bans (COVID-related or similar, natural disaster, epidemic etc.) prevent the organization of physical meetings and activities  <i>low impact/medium probability</i>	1, 2, 3, 4	If possible and flexible (if no final arrangements are made), the organization of events will be postponed.  Arrangements for carrying out the activities online will be made.
11	Unequal dissemination dynamics among partners for exploiting project results.  <i>medium impact/medium probability</i>	4	UV and UET will continuously encourage all partners to organize dissemination activities.  Partners will be asked to share project links (website, social media, YouTube channel) on their websites and other relevant online media.
12	The publication of the conference proceedings is delayed. <i>low impact/medium probability</i>	4	Publication guidelines with easy to work on templates will be sent to contributors, months before the conference takes place. Contributions will be submitted before the conference takes place.
13	Malperformance <i>low impact/medium probability</i>	2, 3	Staff member substitution in case of malperformance, in case of illness and such like.
14	Uncooperativeness of the departments selected for rewriting LOs.  <i>low impact/medium probability</i>	2,3	Raising awareness through personal contacts.  Reaching out people via more direct means of communication (calls, messages etc.)
15	Escalation of the war in Ukraine  <i>low impact/low probability</i>	1, 2, 4	Physical activities will be replaced. Online and blended format solutions will be sought.
16	Potential unconscious biases and culturally-grounded stereotypes <i>low impact/medium probability</i>	1	Make clear reference in all project-related communication documents and activities that the consortium partners are committed to comply with EC's decision on the framework of inclusion measures of the Erasmus+ and European Solidarity Corps Programmes 2021-2027 ( <a href="https://erasmus-plus.ec.europa.eu/document/commission-decision-framework-inclusion-2021-27">https://erasmus-plus.ec.europa.eu/document/commission-decision-framework-inclusion-2021-27</a> ) and follow the guidelines in <i>Implementation guidelines Erasmus+ and European Solidarity Corps Inclusion and Diversity Strategy</i> (implementation-inclusion-diversity_apr21_en (1).pdf), an important guiding document for the implementation of mobility agreements as well.
17	Less experience from newcomers/less experienced partners in general aspects of mobility implementation	2, 3	Higher engagement of more experienced partners to overcome problems.



	<i>low impact/high probability</i>		
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**Table 5. List of prioritised risks (identified during the proposal stage).**

#### **6.4 Risk Response Planning**

The process of determining what, if anything, should be done in response to a risk is known as risk response. Two important questions are addressed by risk response: (1) who bears responsibility for the risk, and (2) what can or should be done in terms of scope and actions. For each identified risk, appropriate response strategies will be developed, considering the risk's likelihood and potential impact. The following strategies may be employed:

- a. Avoidance: taking actions to eliminate the risk or prevent it from occurring.
- b. Mitigation: Implementing measures to reduce the likelihood or impact of the risk.
- c. Transfer: shifting the risk to a third party (e.g., through insurance or outsourcing). Risk exists outside of the project. Outside of the project, resources and expertise are better equipped to handle risk. Transfer necessitates the receiving party accepting all risk; it also implies ultimate accountability, responsibility, and authority to use resources.
- d. Acceptance: acknowledging and monitoring the risk without taking any specific actions.

#### **6.5 Risk Monitoring and Control**

The MORIN Consortium will continuously monitor identified risks, reassess as needed, and report on their status throughout the project. This will involve:

- a. regularly reviewing the document “Critical Implementation Risks and Mitigation Actions” and tracking the identified risks.
- b. assessing the effectiveness of implemented risk response strategies.
- c. conducting periodic risk reviews during SC and consortium meetings and making “state of the play” reports (see Table 6).
- d. keeping stakeholders informed about significant risks and their potential impact.
- e. documenting and communicating lessons learned from risk-related incidents and successes.



Risk No	Description	WP No	Proposed risk-mitigation measures	State of the play (Period)	State of the play (Did you apply risk mitigation measures?)	State of the play (Did you risk materialise?)	State of the play (Comments)	Actions
1	<p>Non-synchronized delivery of reports, survey forms, and other reporting documents (missing information, missing content and format) according to the templates provided in the QA manual.</p> <p><i>medium impact/medium probability</i></p>	1	<p>UV and the work package leaders will strongly encourage partners to stick to the templates by reminding them to use them and resend them, if necessary, by email.</p> <p>A project management platform/app with enhanced features will be used to keep everything well organized in one place (communication, tasks, activities, schedules, forms, deliverables etc.)</p> <p>Forms will be first delivered as draft versions, uploaded onto the project platform to be viewed by all partner team members, reviewed by WP leaders for any comments/revisions/additions provided by themselves/other PT members.</p> <p>Reminders about the deadlines will be sent out.</p>					
2	<p>Reports not submitted in due time. Tasks are not completed within the deadline due to the amount of workload staff might have.</p> <p><i>medium impact/medium probability</i></p>	1	<p>Day-to-day coordination of activities will be emphasized to make sure that tasks and activities are completed in due time.</p> <p>Extensions will apply when strictly necessary.</p> <p>A project schedule for managing project tasks and deliverables according to deadlines will be added to the project platform/website to keep track of all activities and their realization in due time. Automatic reminders will be sent to PTs via the platform.</p>					







			Online mentoring will be provided to discuss any inconveniences/difficulties arising from completing these docs.					
3	Activities do not take place as scheduled. <i>low impact/medium probability</i>	2, 3	UV and partners will make sure that good communication is held up along the way to finalize the activities foreseen in this work package, which require good team work. A shared project schedule and calendar with automated reminders will be added to the project management platform.					
4	-Difficulties in understanding the recognition process via LOs and writing internationalized learning outcomes. -Delays with finalizing the tools (survey, guidelines), hence with aligning curricula via LOs.  <i>medium impact/medium probability</i>	2	Online mentoring will be provided throughout these activities to provide support to WB partners.  Drafts will be shared on the project platform to review the tasks beforehand, provide feedback and revise accordingly.  PTs will organize frequent meetings with each other to finalize the deliverables and/or assess areas for improvement and seek help from other partners.  Discussion boards will be enabled on the project platform.  Meetings with the International Advisory Board will also be organized to seek their opinion for validating the tools.					
5	Putting up the content and the resource materials for the training modules/webinars takes longer than scheduled.	3	Work groups will meet online to discuss what content and resources should go into the training modules, the layout, modes of delivery, the guidelines, tools, LOs.  Online mentoring will be provided by the UP, UNI and UKLO teams.					



Palacký University  
Olomouc





	<i>low impact/medium probability</i>		Meetings will the International Advisory Board will also be organized to discuss the draft products before finalizing them.					
6	-Delays with the finalization of the conference programme. -Difficulty with booking accommodation in Vlora.  <i>low impact/medium probability</i>	3	Online meetings will be organized to discuss the layout of the conference, the format (physical or blended), coverage of topic areas, number of presentations to be included in the programme.  The work package leader and the local organizers will make arrangements months in advance to avoid expensive rates and prices for flights and accommodation and to avoid inconvenience with booking.  Reminders will be sent via the project platform.					
7	Training resources and content, guides are made available in one language only.  <i>low impact/medium probability</i>	3	WB partners will share tasks among each other (assign one person per partner to cover different resources/chapters/units) to make resources available in two languages, English and the local language.  Drafts will be shared among partners via the platform and reviewed by the WP leader and other PT members for feedback and comments. A task leader will be assigned to unify the resources after visions and revisions.					
8	The minimum required number for participation in the webinars at WB partners is not reached.  <i>low impact/medium probability</i>	3	Partners will be encouraged to advertise the webinars long beforehand and across various channels.					





9	<p>Unexpected cancellation of participation by any of the teachers due to urgent commitments, any COVID-related or similar health situation (seasonal epidemics), unexpected cancellation of journey for circumstantial reasons (cancellation of flights etc.)</p> <p><i>low impact/medium probability</i></p>	1, 2, 3, 4	<p>Replacements will be organized/selected for any missing teacher.</p> <p>If not possible, the online option will be considered for delivering the training.</p>				
10	<p>Unforeseen travel restrictions/bans (COVID-related or similar, natural disaster, epidemic etc.) prevent the organization of physical meetings and activities</p> <p><i>low impact/medium probability</i></p>	1, 2, 3, 4	<p>If possible and flexible (if no final arrangements are made), the organization of events will be postponed.</p> <p>Arrangements for carrying out the activities online will be made.</p>				
11	<p>Unequal dissemination dynamics among partners for exploiting project results.</p> <p><i>medium impact/medium probability</i></p>	4	<p>UV and UET will continuously encourage all partners to organize dissemination activities.</p> <p>Partners will be asked to share project links (website, social media, YouTube channel) on their websites and other relevant online media.</p>				





12	The publication of the conference proceedings is delayed. <i>low impact/medium probability</i>	4	Publication guidelines with easy to work on templates will be sent to contributors, months before the conference takes place. Contributions will be submitted before the conference takes place.					
13	Malperformance <i>low impact/medium probability</i>	2, 3	Staff member substitution in case of malperformance, in case of illness and such like.					
14	Uncooperativeness of the departments selected for rewriting LOs.  <i>low impact/medium probability</i>	2,3	Raising awareness through personal contacts.  Reaching out people via more direct means of communication (calls, messages etc.)					
15	Escalation of the war in Ukraine  <i>low impact/low probability</i>	1, 2, 4	Physical activities will be replaced. Online and blended format solutions will be sought.					
16	Potential unconscious biases and culturally-grounded stereotypes <i>low impact/medium probability</i>	1	Make clear reference in all project-related communication documents and activities that the consortium partners are committed to comply with EC's decision on the framework of inclusion measures of the Erasmus+ and European Solidarity Corps Programmes 2021-2027 ( <a href="https://erasmus-plus.ec.europa.eu/document/commission-decision-framework-inclusion-2021-27">https://erasmus-plus.ec.europa.eu/document/commission-decision-framework-inclusion-2021-27</a> ) and follow the guidelines in <i>Implementation guidelines Erasmus+ and European Solidarity Corps Inclusion and Diversity Strategy</i> (implementation-inclusion-diversity_apr21_en (1).pdf), an important					





			guiding document for the implementation of mobility agreements as well.					
17	Less experience from newcomers/less experienced partners in general aspects of mobility implementation  <i>low impact/high probability</i>	2, 3	Higher engagement of more experienced partners to overcome problems.					

**Table 6. Critical Implementation Risks and Mitigation Actions.**



## 6.6 Risk Contingency Planning

Contingency plans will be developed for high-priority risks to mitigate any adverse impacts they may have on the project. These plans will include predefined actions, resources, and decision-making authority to be executed if the risk occurs. The effectiveness of contingency plans will be reviewed and updated as needed throughout the project's lifetime.

## 6.7 Risk Communication

An essential component of efficient risk management is timely and clear risk communication. Risk communication involves: a. identifying important stakeholders and their preferred channels of communication will be part of the communication plan. b. regular project status updates and risk reviews. c. reporting and raising the level of risk in accordance with its significance and severity. d. providing the project team with sufficient risk management training and awareness sessions.

## 7. Financial Management Guidelines

This section of the document contains some main considerations and rules regarding the financial management of MORIN.

### 7.1 Aim

The aim of this section is to provide simplified and user-friendly guidelines on how to use the funding granted for the implementation of the project activities, to help partner teams to understand the funding model of MORIN, define the types and shares of costs applying to the project, underline main issues regarding payment modalities, calculating, documenting and reporting expenses, co-financing and other related aspects.

### 7.2 Type of funding

MORIN is a ERASMUS-EDU-2023-CBHE-STRAND-1 project, which has received funding from the EU, EU grant (Erasmus BB and LS Type II) for the implementation of its activities, completion of tasks and deliverables envisioned within each work package. That means that MORIN's is a budget-based and lump sum type II grant, that is, MORIN follows a lump sum funding model, meaning that the lump sum for the action was based on the project budget and fixed by the granting authority to the amount of 400.000 eu, which is the maximum EU grant for this type of project, that is, 90% of the estimated budget, which was determined after the evaluation of the project and fixed in the Grant Agreement.





### 7.3 How is MORIN's lump sum determined?

MORIN's lump sum is detailed in the budget table (excel file) by beneficiaries and organised in four work packages:

WP1. Management, coordination and evaluation of MORIN

WP2. Mobility recognition via learning outcomes

WP3. Mobility recognition in practice

WP4. Impact and dissemination of MORIN.

Your Requested EU Grant Amount : 400,000 ` EUR

BE NR/AE	Acronym	WP 001 Management, coordination and evaluation of MORIN	WP 002 Mobility recognition via learning outcomes	WP 003 Mobility recognition in practice	WP 004 Impact and dissemination of MORIN	Maximum Grant Amount
University of Vlora "Ismail Qemali"	UV	18,784	22,058	9,144	20,413	70,399
European University of Tirana	UET	6,748	21,982	13,417	28,452	70,599
Professional College, Tirana	KPT	8,024	20,640	8,386	9,923	46,974
AAB College	AAB	7,034	21,368	12,150	11,071	51,623
Biznesi College	BC	12,880	21,368	8,835	11,071	54,154
Palacky University Olomouc	UP	11,073	21,302	6,643	10,793	49,811
University "St. Kliment Ohridski"	UKLO	6,530	12,106	4,074	6,578	29,288
University of Nis	UNI	6,805	5,011	8,389	6,946	27,152
<b>TOTAL</b>	<b>Consortium</b>	<b>77,878</b>	<b>145,835</b>	<b>71,039</b>	<b>105,248</b>	<b>400,000</b>

**Table 7. MORIN's lump sum by beneficiary and per work package.**

A work package (WP), which is a major sub-division of the project's work plan, is very important first and foremost for the effectiveness of the MORIN's work plan but also because lump sum contributions must be declared under one of the activities/work packages set out in MORIN's budget. A WP has an objective and expected outcome, which involves the finalization of several deliverables. Since the focus is on performance, that is, on the content of the project (deliverables, milestones, activities, outcomes), the completion of tasks/deliverables per WP as laid down in the GA is important because each WP will be assessed on the basis of the activities carried out, quality of the deliverables and achievement of objectives and expected outcomes and hence, the lump sum will be paid accordingly (fully or partially).

### 7.4 Breakdown of costs

The breakdown of costs for MORIN is detailed in Annex 1 to Part B "Detailed Estimation of Costs for Lump Sums" (excel file). The breakdown of the estimated costs shows the share per WP (and, within each WP, the share assigned to each beneficiary). Costs are foreseen for 8 beneficiaries, no costs are foreseen for associated partners.





[Click here to go to the column Requested EU Grant Amount](#)

	C.2 Equipment	C.3 Other goods, works and services	Consumables	Services for Meetings, Seminars	Services for communicatio n/ promotion/ dissemination	Website	Artistic Fees	Other	D. Other cost categories	D.1 Financial support to third parties	TOTAL DIRECT COSTS INCLUDING SUBCONTRACTING (A+B+C+D)	E. Indirect costs 7% (rounded to zero decimals)	TOTAL COSTS (A+B+C+D+E)	MAX EU CONTRIBUTION = 90 % of 446590,0 € or 400000,0 €
University of Vlora "Ismail Qemali"	UV	3,180	12,900	12,500	-	3,500	5,000	-	-	4,000	75,457	5,142	78,599	70,399
European University of Tirana	UET	3,580	10,300	10,500	-	1,500	4,000	5,000	-	-	75,665	5,157	78,822	70,599
Professional College, Tirana	KPT	3,580	10,000	3,000	-	-	3,000	-	-	-	49,013	3,432	52,445	46,974
AAB College	AAB	4,839	9,500	3,000	-	-	3,000	-	-	-	53,865	3,771	57,636	51,623
Biznesi College	BC	4,380	12,600	3,000	-	-	3,000	-	-	-	56,506	3,956	60,462	54,154
Palacký University Olomouc	UP	1,500	-	3,500	-	2,500	1,000	-	-	-	51,975	3,638	55,613	49,811
University "St. Kliment Ohridski"	UKLO	1,500	-	3,500	-	2,500	1,000	-	-	-	30,560	2,139	32,699	29,288
University of Nis	UNI	1,500	-	-	-	-	-	-	-	-	28,331	1,983	30,314	27,152
<b>TOTAL</b>	<b>Consortium</b>	<b>24,059</b>	<b>55,300</b>	<b>39,000</b>	<b>-</b>	<b>10,000</b>	<b>20,000</b>	<b>5,000</b>	<b>-</b>	<b>4,000</b>	<b>417,372</b>	<b>29,218</b>	<b>446,590</b>	<b>400,000</b>

**Table 8. Breakdown of MORIN’s budget by estimation of costs.**

The lump sum breakdown for MORIN (breakdown of lump sum shares per beneficiary and per work package) is included in the GA (Annex 2).

## 7.5 Eligible and ineligible contributions

### 7.5.1 Eligible contributions

Lump sum contributions are eligible ('eligible contributions'), if:

- (a) they are set out in Annex 2 of the GA (Table 7 above) and
- (b) the work packages are completed and the work is properly implemented by the beneficiaries and/or the results are achieved, in accordance with Annex 1 of the GA and during in the project duration – 24 months (starting date + months of duration), (with the exception of work/results relating to the submission of the final periodic report, which may be achieved afterwards; see Article 21 in the GA).

They will be calculated on the basis of the amounts set out in Annex 2 (Table 7 above).

### 7.5.2 Ineligible contributions

'Ineligible contributions' are:

- (a) lump sum contributions that do not comply with the conditions set out above in 7.5.1.
- (b) lump sum contributions for activities already funded under other EU grants (or grants awarded by an EU Member State, non-EU country or other body implementing the EU budget). If a beneficiary declares lump sum contributions that are ineligible, they will be rejected. This may also lead to other measures which are described in Chapter 5 of the GA.

## 7.6 MORIN budget categories

The budget categories which apply for MORIN are the following:





- personnel or staff costs, which are costs for employees (or equivalent) and are reported in person months;
- purchase costs, which include travel and subsistence costs, that is, costs for travel to and from a destination where a project activity takes place, accommodation per night and subsistence per day; equipment costs; and other goods, works and services (C 3.), which include costs for services for meetings/seminars and services for communication/promotion/dissemination as well as for the project website and for the project management platform; indirect costs.

### 7.6.1 Personnel costs

Personnel costs include three categories of employees: a) project manager; b) researcher/teacher/trainer/expert; c) technical and administrative. This budget category covers the costs for employees or equivalent that have worked in the action, i.e. persons working for the beneficiary on the basis of an employment contract or equivalent appointing act. These are costs corresponding to the staff effort required for the completion of a task/activity/deliverable. These costs are calculated in person months. The calculations of costs for each category of employee are made based on each beneficiary's personnel costs which can include any component that is legally obligatory by national law, the employment contract, or a similar act. Apart from taxes and social security contributions, this may also include for example the thirteenth salary, Christmas pay, etc. These personnel costs may also include supplementary payments for personnel assigned to the action (including payments on the basis of supplementary contracts regardless of their nature) if that is the usual remuneration practice for the kind of work or expertise required and based on objective criteria used regardless of the source of funding (i.e. not just for the individual EU grant).

The personnel costs will be calculated for each reporting period for each person who worked in the action as follows:

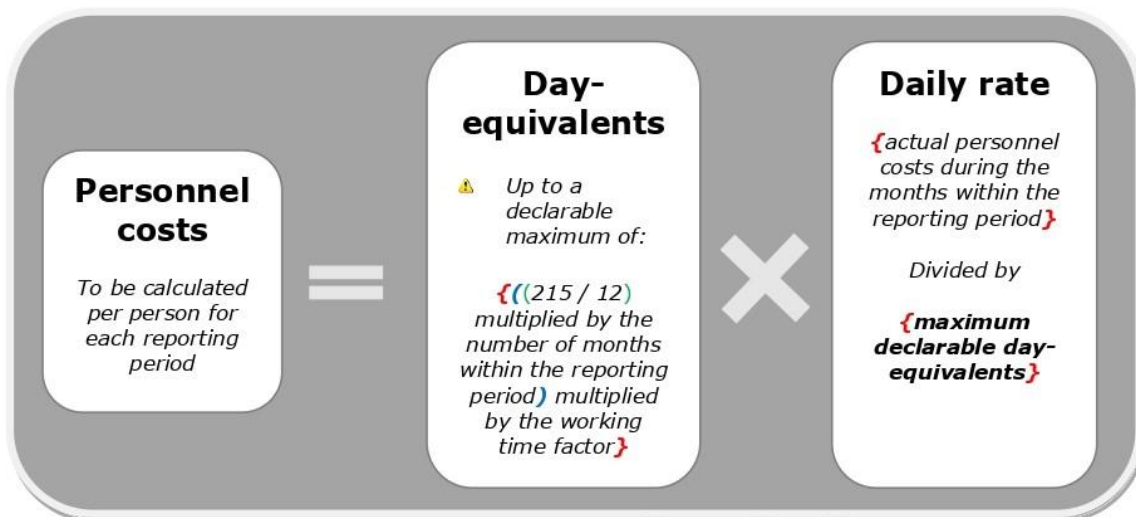


Figure 5. Calculation of personnel costs (page 49 in AGA).



Regarding the calculation of **day-equivalents** worked in the action:

It is the sum of the day-equivalents actually worked for the action, rounded to the nearest half-day, and recorded in the monthly declarations.

Regarding the **maximum declarable day-equivalents**:

To calculate the daily rate, you first need to determine the maximum declarable day-equivalents. Since you may not declare more than 100% of your personnel cost, the number of declarable day-equivalents in each reporting period is capped. The maximum declarable day-equivalents for each reporting period are calculated as follows:

*{{(215 / 12) multiplied by the number of months [during which the person is employed] within the reporting period) multiplied by the working time factor [e.g. 1 for full-time, 0.5 for 50% part time etc.]}}*

You will round up or down to the nearest half day-equivalent.

Examples: The reporting period runs from 01/01/2022 to 30/06/2022 (6 months):

**Full-time case:** The person is a full-time permanent employee hired in 2020. The maximum number of day-equivalents to be used in the daily rate formula would be:  
 $((215 / 12) \times 6 \text{ (months)}) \times 1 \text{ (full-time)} = 107,5$

**Part-time case:** The person is a 50 % part-time permanent employee hired in 2020. The maximum number of day-equivalents to be used in the daily rate formula would be:  
 $((215 / 12) \times 6) \times 0.5 \text{ (for 50% part-time)} = 54$

**New hire case:** The person is a 50 % part-time employee hired on 1/06/2022. The maximum number of day-equivalents to be used in the daily rate formula would be:  
 $((215 / 12) \times 1 \text{ (only June 2022)}) \times 0.5 = 9$

The number of months used for the calculation either equates the length of the reporting period, or the length of employment of the person during this reporting period, if the latter is shorter (e.g. the person is newly hired or no longer employed at any point during the reporting period).

**Example:** In the reporting period from 01/01/2024 to 31/03/2025 (i.e. 15 months) you hire a new person starting in full-time on 16/01/2023, with 2,5 months left in the reporting period. The number of months for the calculation of the maximum declarable day-equivalents is accordingly 2,5, not 15. The maximum number of declarable day-equivalents is  $((215/12) \times 2,5) \times 1 = 48$  (rounded to the nearest half-day equivalent).

If the working time factor changes for the person (at any moment) during the reporting period (e.g. a change from part-time to full-time), you calculate the maximum declarable day-equivalents separately for the months before and after this change of condition and add them up afterwards for reporting.





Example: In the reporting period from 01/01/2024 to 31/03/2025, you work full-time in 2024 and 50% part-time in 2025. You calculate the maximum declarable day-equivalents separately for 2024 and 2025 (because conditions have changed).

**12 months of full-time work:**  $((215 / 12) \times 12) \times 1 = 215$

**3 months of part-time work:**  $((215 / 12) \times 3) \times 0.5 = 27$

**Total:** The maximum declarable day-equivalents for the reporting period are therefore  $215 + 27 = 242$ .

Regarding calculation of the daily rate:

You have to calculate a daily rate per person for the reporting period. Many actions have a reporting period not aligned with the calendar year, or part-time work etc.

The formula for calculating break down the annual personnel cost with a daily rate for any possible situation, you have to use the following formula:

*{actual personnel costs during the months within the reporting period}*  
divided by  
*{maximum declarable day-equivalents}*

The actual personnel costs for the person are those eligible cost (see 2.1.3) recorded in accordance with your usual cost accounting practice in your (statutory) accounts until the end of the reporting period for which you are calculating the daily rate.

Example: For a reporting period running from 01/01/2024 until 31/03/2025, to calculate the daily rate (which you will apply to days worked in the action from 01/01/2024 until 31/03/2025) you will take into account the total personnel costs of the person recorded in your statutory accounts for the 12 months in 2024 and the 3 months in 2025 (January, February and March ).

For more detailed explanations, please cf. to AGA.

**7.6.2 Travel, accommodation and subsistence**

For these budget categories, unit costs apply to cover the most frequent cases. For travel costs, unit costs have been used to calculate travel costs in compliance with Commission Decision C(2021)35, as amended by Commission Decision C(2023)4928, which authorises the use of unit costs for the reimbursement of eligible travel costs awarded under the Erasmus+ programme. Calculations were made using the distance calculator that can be accessed here, [https://ec.europa.eu/info/calculate-unit-costs-eligible-travel-costs\\_en](https://ec.europa.eu/info/calculate-unit-costs-eligible-travel-costs_en) for identifying the correct unit cost under point 5.1 of the Decision (Amounts for return air, rail and combined air/rail journey).

The unit cost to be paid depends on the distance between the place of departure (place of employment) and place of arrival (where the activity takes place). The appropriate unit cost for a return trip was determined by comparing the distance from the calculator to the distance





bands listed in table 9 below (applicable when the call for submitting MORIN opened until the end date of the project):

*for travel of 400 km or more\* (air or rail or combined air/rail):*

Distance Band	Unit costs in €	Distance Band	Unit costs in €	Distance Band	Unit costs in €
400-600	196	1601-2000	295	4501-6000	637
601-800	209	2001-2500	343	6001-7500	720
801-1200	221	2501-3500	433	7501-10000	961
1201-1600	230	3501-4500	527	10001-Max	1 101

**Table 9. Distance bands and corresponding unit costs.**

Thus, based on the distance from the calculator to the distance bands, the costs for the travel to Olomouc for UV, UET, AAB and BC participants was estimated to the amount of 221 eu/person, the travel from Nis to Vlore was estimated to the amount of 196 eu.

The other travels are land travels, between 50 and 399 km, and are not covered by one of the unit costs mentioned in Decision C(2021)35 of the EC, so these costs are instead declared as actual costs (Table 9).

Travel to and from	Corresponding actual costs
Vlore-Tirane/Tirane-Vlore	45 eu/person
Prishtine-Vlore/Vlore-Prishtine	160 eu/person
Ohrid-Vlore/Vlore-Ohrid	100 eu/person
Ohrid-Prishtina/Prishtina-Ohrid	120 eu/person
Ohrid-Tirana/Tirana-Ohrid	80 eu/person

**Table 10. Costs for land travels between 50 and 399 km.**

The formula for calculating the accommodation is: {amount per unit [depending on country]} Multiplied by {nights spent on travel}.

The formula for calculating the subsistence is: {amount per unit [depending on country]} Multiplied by {days spent on travel}. Subsistence unit costs are for a 24-hour period. The amount of unit costs to be declared should be calculated by rounding to the nearest full number of days. The subsistence unit cost is intended to cover meals and other incidental expenses. Since accommodation will in most cases also be paid on the basis of unit costs, there is no need to check whether breakfast was included in the cost of the hotel.

For calculating accommodation and subsistence costs for MORIN, the unit costs from table 11 were used (as laid down in Decision C(2021)35):

County	Accommodation - Amount in EUR per night	Subsistence - Daily Rate in EUR
Albania	101	50





Czech Republic	107	70
Kosovo*	92	60
North Macedonia	95	50

**Table 11. Accommodation and subsistence costs.**

In WP2, under budget heading C1 'Travel and subsistence per travel or day', subsistence costs for the two travels planned in WP2 have been averaged to 60. A unit cost for daily subsistence for a stay in Olomouc, Czech Republic is 70 eu, for a stay in Ohrid Macedonia, it is 50 eu. For calculation purposes in the excel table, we averaged it and calculated it as 60 (added both unit costs and divided them by two). For payment purposes, partners can later refer to this comment to make calculations according to the respective unit costs. The same logic for accommodation costs, we averaged it to 101, that is, 107 daily accommodation for Olomouc and 95 for Ohrid. Same for travel, 221 eu is the cost for travel to Olomouc for all destinations from WB partners. The remainder is the cost for the trip to Ohrid.

## 8. Co-financing

The EU grant for MORIN is an incentive to carry out its activities and complete its proposed objectives which would not be feasible without the EU financial support, and is based on the principle of co-financing, which means that the resources necessary to carry out the action are not provided entirely by the grant; MORIN must be funded by sources of co-financing other than the EU grant (e.g. beneficiary's own resources, income generated by the action, financial contributions from third parties). The EU grant is provided in the form of a lump sum and in this case, the principles of no-profit and co-funding are ensured by the Commission for the Action as a whole in advance when it defines the rates or percentages of lump sums. The respect of the no-profit and co-financing principles is generally assumed and therefore, MORIN beneficiaries do not have to provide information about sources of funding other than the EU grant, nor they have to justify the costs incurred by the project.

Co-financing for MORIN are foreseen for staff costs for training, dissemination, preparation of resources, travels within the country, bank fees, will be covered from the institutions' own resources. The dissemination activities have been budgeted expecting co-financing from the partners and taking into consideration cost optimization principles.

## 9. Budget flexibility

Budget flexibility does not apply; changes to the estimated budget (lump sum breakdown) always require an amendment. Amendments for transfers between work packages are moreover possible only if:

- the work packages concerned are not already completed (and declared in a financial statement)
- and
- the transfers are justified by the technical implementation of the action.





## 10. Record-keeping

Record-keeping will be done in accordance with internal standards, rules and procedures. Although the granting authority does not require financial ex-post audits, for internal organisational principles as well as to comply with each beneficiary's national and institutional obligations, records of the project expenses will be kept. These will incur record-keeping for:

- Personnel costs: for this type of cost, the time worked for the beneficiary under the action must be supported by declarations signed monthly by the person and their supervisor, unless another reliable time-record system is in place; the granting authority may accept alternative evidence supporting the time worked for the action declared, if it considers that it offers an adequate level of assurance.
- Travel, accommodation and subsistence costs: for these types of costs, participants must retain all supporting documents that prove participation in the activity (bills, tickets, boarding passes, invoices, receipts and similar, attendance lists, programme of the activity). These will be accompanied by an individual travel report.
- Purchase costs: for this type of costs, beneficiaries must retain the documents that prove the purchasing procedure documents, invoices, inventories, where applicable.





## Reference documents and links

EC. *Erasmus+ Programme Guide*. Version 2 (2023): 21-12-2022.

EC. *Online Manual*. Funding & tender opportunities. <https://webgate.ec.europa.eu/funding-tenders-opportunities/display/OM/Online+Manual>.

EC. COMMISSION DECISION of 26.7.2023 amending Commission Decision C(2021)35 authorising the use of unit costs for travel, accommodation and subsistence costs under an action or work programme under the 2021-2027 multi-annual financial framework. [https://www.eacea.ec.europa.eu/system/files/2023-09/unit-cost-decision-travel\\_en.pdf](https://www.eacea.ec.europa.eu/system/files/2023-09/unit-cost-decision-travel_en.pdf).

EC. IT How to. Funding & tender opportunities. <https://webgate.ec.europa.eu/funding-tenders-opportunities/display/IT/How+to+access+your+messages>.

Grant Agreement for MORIN

EU grants. Annotated Grant Agreement. [https://ec.europa.eu/info/funding-tenders/opportunities/docs/2021-2027/common/guidance/aga\\_en.pdf](https://ec.europa.eu/info/funding-tenders/opportunities/docs/2021-2027/common/guidance/aga_en.pdf).

Consortium Agreement for MORIN

EU grants. Model Grant Agreement Lump Sum Grants: [https://ec.europa.eu/info/funding-tenders/opportunities/docs/2021-2027/common/agr-contr/ls-mga\\_en.pdf](https://ec.europa.eu/info/funding-tenders/opportunities/docs/2021-2027/common/agr-contr/ls-mga_en.pdf).

EU grants. How to manage your lump sum grants. [https://ec.europa.eu/info/funding-tenders/opportunities/docs/2021-2027/common/guidance/how-to-manage-your-lump-sum-grants\\_en.pdf](https://ec.europa.eu/info/funding-tenders/opportunities/docs/2021-2027/common/guidance/how-to-manage-your-lump-sum-grants_en.pdf).





## Annex 1

<b>MORIN contact details</b>		
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ANNEX 2 - TIMESHEET



Co-funded by  
the European Union

« Project Reference : 101128376 »

Organization :	
Name and surname of the employee :	
Staff category <sup>1</sup> :	
Number of daily working hours (legal basis):	
Year / Month :	

Date(s)	Working time on the project <sup>2</sup>	Title and reference of the Intellectual Output	Description of task(s) performed
<b>Total</b>	<b>0.00</b>		

<sup>1</sup> Please use the following categories: Project manager ; Researcher/ teacher/ trainer/ expert ; Technical/Administrative

<sup>2</sup>Time unit to use: day in increments of 0.25 d, 0.5 d, 0.75 d or full day

Date and signature of the employee	Name, surname of the legal representative Date and signature
------------------------------------	---

Individual timesheet summary template for MORIN

« Project Reference : 101128376 »

Organization :	
Name and surname of the employee :	
Staff category <sup>1</sup> :	
Number of daily working hours (legal basis):	
Year :	



Co-funded by  
the European Union

Timesheet	January	February	March	April	May	June	July	August	September	October	November	December	TOTAL (in days)
Intellectual Output 1													0.00
Intellectual Output 2													0.00
Intellectual Output 3													0.00
Intellectual Output 4													0.00
Intellectual Output 5													0.00
<b>TOTAL (in days)</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>

<sup>1</sup> Please use the following categories : Project manager ; Researcher/ teacher/ trainer/ expert ; Technical/Administrative

\_\_\_\_\_

Date and signature of the employee	Name, surname of the legal representative Date and signature
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**ANNEX 3**

**INDIVIDUAL TRAVEL REPORT for travel costs, accommodation and subsistence costs**

To be filled in by *each* participant

In case of circular/multiple travels, please fill in separate Individual Travel Reports.

**Ref. No** Beneficiary acronym-ITR-progressive number **Project No.** 101128376

The reference number must correspond to the progressive numbering of submitted by the participants in the events/travels foreseen in the project.

**(1) PERSONAL DATA**

Surname: ..... Forename: .....

Nationality: .....

Home institution: .....

Staff position/student year of study at home .....

**(2) TYPE OF ACTIVITY** (Tick as appropriate)

<b>STAFF</b>	
Event (coordination meeting)	
Training workshop, exchange visit	
Event (a work group meeting to work on the LOs)	
Event (International conference)	

**(3) DETAILS OF THE TRAVEL**

<b>PERIOD*</b>	From (Depart date) (dd/mm/yy) ...../...../.....	To (Return date) (dd/mm/yy) ...../...../.....
<b>PLACE OF DEPARTURE**</b>	HOME INSTITUTION .....	
	COUNTRY ..... CITY .....	
<b>PLACE OF DESTINATION/ LOCATION OF ACTIVITY</b>	HOST INSTITUTION .....	
	COUNTRY ..... CITY .....	
<b>TRAVEL DISTANCE***</b>	..... km	

\*Please indicate period of travel from departure to return to place of origin

\*\*Travel distance in Km (One-way travel using distance calculator: [https://ec.europa.eu/info/calculate-unit-costs-eligible-travel-costs\\_en](https://ec.europa.eu/info/calculate-unit-costs-eligible-travel-costs_en)) from place of departure to location of activities)

**(4) DETAILS OF THE ACTIVITY**

<b>DATES</b> (excluding travel)	<b>From (date):</b> ..... <b>To (date):</b> .....
<b>DESCRIPTION OF ACTIVITY(IES) PERFORMED</b> (brief description of the activities performed)	
.....	

**SIGNATURE OF THE PARTICIPANT**

I hereby declare that I have been carrying out the above-mentioned activities.

Date: .....

Signature: .....