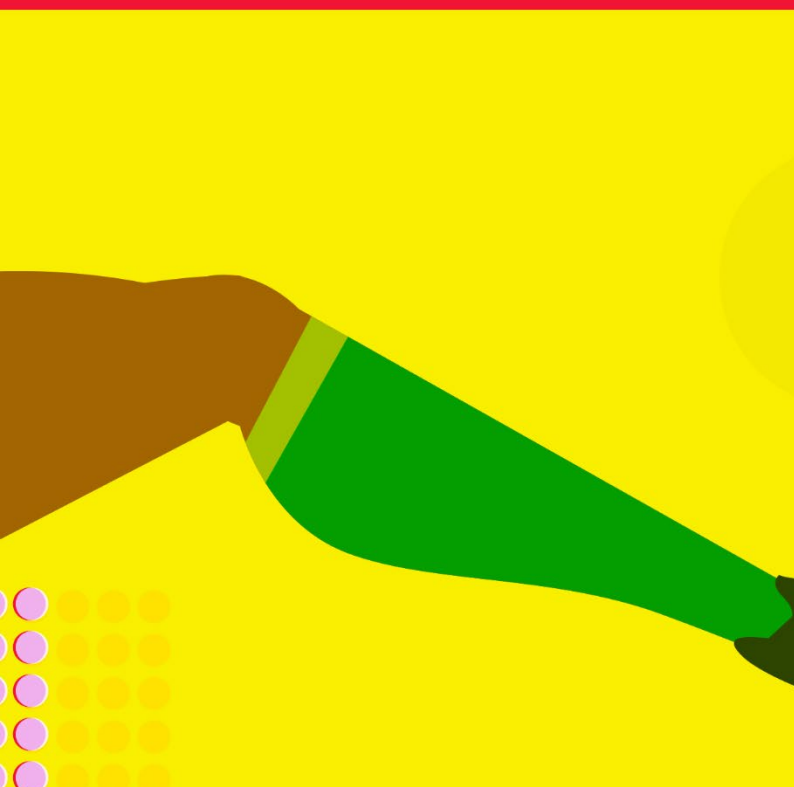
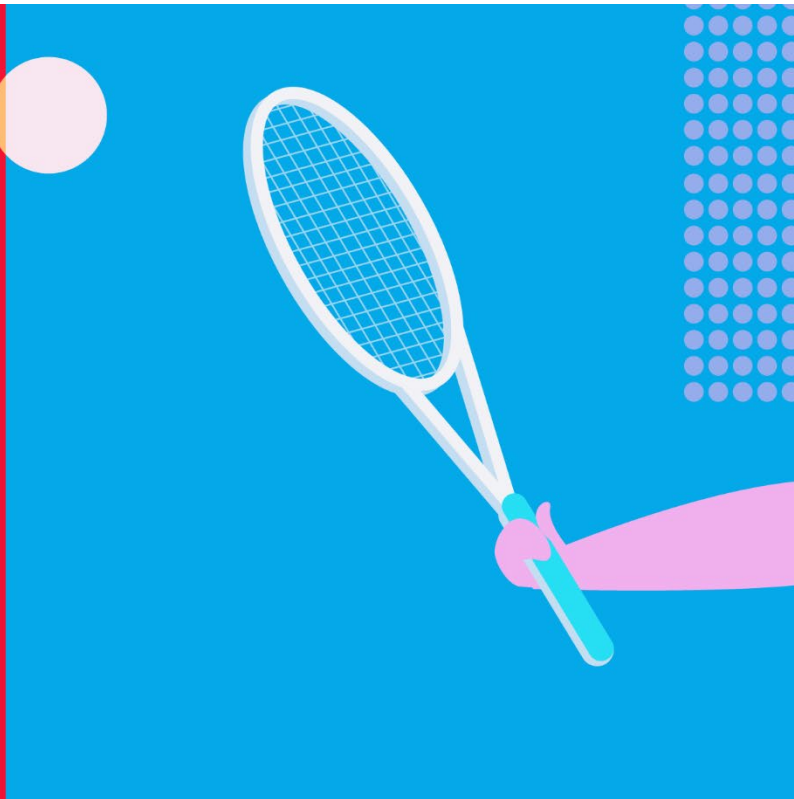


# WP1. Project Management Plan



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## 1. Consortium

P1	CENTRE FOR ADVANCEMENT OF RESEARCH AND DEVELOPMENT IN EDUCATIONAL TECHNOLOGY LTD CARDET - CYPRUS	
P2	KENTRO MERIMNAS OIKOGENEIAS KAI PAIDIOU (KMOP) - GREECE	
P3	CESIE - ITALY	
P4	THE RURAL HUB - IRELAND	
P5	EUROPEAN NETWORK OF SPORT EDUCATION (ENSE) - AUSTRIA	
P6	INSTITUTE OF DEVELOPMENT LTD (IOD) - CYPRUS	

## 2. Project Management Guidelines

Inclusive Academies

Erasmus KA2 Adult Education

Prepared by: **CARDET**

# Promoting inclusion, diversity, integrity and values in youth sports.



## Project Information

Project title	Inclusive Academies
Project acronym:	INCLUDE
Project number:	101050474
Beneficiary organisation (Project Coordinator)	Centre for the Advancement of Research and the Development in Educational Technology (CARDET) - Cyprus
Project Partners	KENTRO MERIMNAS OIKOGENEIAS KAI PAIDIOU (KMOP) – Greece CESIE – Italy THE RURAL HUB – Ireland EUROPEAN NETWORK OF SPORT EDUCATION – Austria INSTITUTE OF DEVELOPMENT LTD - Cyprus

## Document Information

Document title:	<b>Project Management Guidelines</b>
Document author:	<b>CARDET</b>
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## Document Version Control

Version	Date	Description
1	01/07/2022	Draft 1 (by CARDET)

## Introduction

This document aims to provide information on the agreed procedures for the project INCLUDE: Inclusive Academies. The document includes specific guidelines on project management, time and resources allocation, communication process and the project's overall Action Plan. It forms the basis for administrative processes, communication mechanisms, monitoring procedures, risk management strategies, and data collection protocols.

The project will be administered in accordance with the Grant Agreement signed between the Coordinator and the Agency and the Partnership Agreement. Delivery of the project will follow the programme outlined for the production of Work Packages 1-5 and Multiplier Events as detailed in the Project Proposal. A project timeline will show all WP and milestones as set out in the proposal.

The project leader CARDET in order to ensure efficient, balanced and transparent cooperation produced these Project Management Guidelines, which set deadlines, milestones, and partner responsibilities. Throughout the project life cycle, the work of the consortium is to be underpinned by efficient management and a clear quality management plan supported by internal evaluation. CARDET will work in close cooperation with all partners to complete all outputs and events and achieve all planned outcomes of the project within the time and available resources, complying with quality standards set by the Project Management Team.

The project will be administered in accordance with the Grant Agreement and the Partnership Agreement. Delivery of the project will follow the programme outlined in the Intellectual Outputs as detailed in the Project Proposal. A project action plan will show all Work Package deliverables and milestones as set out in the proposal. (See ANNEX A: INCLUDE Gantt Chart).

## Project Management Team and Partners' Role

### *Project Management Team*

A Project Management Team (PMT) will be set up involving one representative from each partner. Regular meetings of the Project Management Team will be held via Google meet, monthly. In order to maintain continuity, the same representatives should attend meetings wherever possible.

The role of the Project Management Team will be to make decisions about issues not set out in the Project Plan or when feedback is required on materials which are not detailed in the Project Proposal, e.g. publications, and approve material/outputs produced.

Each partner will provide information on their representative in the project team: name, role and responsibilities with the project and within the partner organisation, and contact details. This information will be stored on Google Drive, as described below. Any changes relating to contact details will be notified to the project team as soon as possible (see ANNEX B: Project Management Team Directory).

**Role of the Coordinator: CARDET**

The role and responsibilities of the project coordinator are:

- Monitors that the project is implemented following the Agreement
- Functions as the intermediary for all communications with the Agency
- Makes arrangements for providing financial guarantees under the Agreement, if required
- Regulates Contractual and Legal Issues
- Establishes the requests for payment
- Ensures that all payments are made to the other beneficiaries without any delay
- Is responsible for providing all the necessary documents in the event of checks

**Intellectual Output Leader**

The responsibility of monitoring the production of each Work package is allocated to individual partners, with the support and contribution of all other members of the consortium. Working guidelines for all WP (i.e. Guidelines for conducting focus groups, etc.) will be produced by each WP Leader and agreed upon by all partners.

These will refer to the aims, objectives, milestones, etc. of each WP as per the Project Proposal and project timeline. In addition, tasks and deadlines will be delineated by a partner to ensure that all partners have a clear vision of what is required and when. WP leads and CARDET will monitor progress according to the guidelines. CARDET will provide support and guidance whenever needed for the design of guidelines, the schedule to be followed, and the allocation of days and work closely with the WP Leader.

WP	Title	P.
WP1	Project Management, quality assurance & evaluation	P1
WP2	Discrimination in Youth Sport: Realities, Challenges & Best Practices’ Report	P4
WP3	Blended Learning Curriculum and Toolkit	P5
WP4	Gamified eLearning Platform	P1
WP5	Dissemination & Exploitation	P2

**Role of the Partners: KMOP, CESIE, RURAL HUB, ENSE & IoD**

The project’s partners are responsible for the following activities/ tasks throughout the project:

- Responsible for carrying out the Project in accordance with the terms and conditions of



- the Agreement
- Responsible for complying with any legal obligations jointly or individually
- Make appropriate internal arrangements for the proper implementation of the Project consistent with the provisions of the Agreement
- Inform the coordinator immediately of any change likely to affect or delay the implementation of the Project
- Inform the coordinator immediately of any change in their legal, financial, technical, organisational or ownership situation and of any change in their name, address or legal representative
- Submit in due time to the coordinator
- Provide data for reports, financial statements and other documents provided for in the Agreement
- Provide all the documents in the event of audits, checks, evaluation and monitoring
- Provide any other information needed for submission to the National Agency, according to the Agreement

### *Action plan - Timeline*

A project Action Plan/Gantt Chart with all milestones and deliverables set out in the Project Proposal to better monitor the progress of the project. The Gantt chart will show the stages to be addressed during the project. Each partner will be provided with a detailed plan and activity timeline showing what their responsibilities are within each Intellectual Output (see ANNEX A: INCLUDE Gantt Chart).

### *Communication Plan & Basic Principles*

Throughout the project life cycle, the work of the consortium will be underpinned by efficient management and a clear quality management plan supported by internal evaluation. CARDET will work in close cooperation with all partners to successfully complete all outputs and events and achieve all planned outcomes of the project, within the time and available resources, complying with quality standards set by the Project Management Team. The Team requires a detailed level of communication, which is achieved through day-to-day interactions with the Project Manager and other team members not only on the consortium but also on the organisation level. Lastly, good communication between partners is essential and the project management team will ensure that the communication infrastructure contained in the project website is sufficient to satisfy the needs of the project.

#### **Transnational Project Face-to-Face and Online Meetings**

In total, 9 partner meetings are scheduled, comprising 2 face-to-face transnational meetings and 7 online meetings. During the meetings, partners will directly exchange reflections on the project progress and future steps. All face-to-face meetings will be working meetings where specific deliverables will be designed or finalised. In parallel, these meetings will serve as main fora for partner interaction, exchange of best practices and to facilitate reflection on activities and results at each key stages of development.

There is a need to strike a balance between the cost of transnational meetings and the benefits that can be derived from the close relationships that these gatherings help to foster. The project envisages a total of 2 transnational meetings over the 24-month duration. Each planned transnational meeting will have a clear focus as follows:

- Meeting 1 (Month 2)- Kick-off: This meeting will be held in Athens, Greece and will be used to establish the research, quality assurance, valorisation frameworks for successful project implementation. This meeting will be used to ensure that all partners clearly understand their role and function in the project and that the reporting and recording responsibilities are outlined and agreed.
- Meeting 2 (Month 24): Completion and Valorisation: The final meeting will be held in Nicosia, Cyprus and will be used to revise the final outputs. Partners will review the implementation of the pilot testing and discuss the project progress report. This meeting will coincide with a Final Conference when all outputs produced will be presented to teachers and policymakers.

All meetings will be attended by 1 representative of each partner. All scheduled transnational face-to-face meetings will last 2 days. Agendas will be circulated two weeks in advance of each meeting to allow sufficient time for the preparation of materials. Documentation and reports for meetings will be emailed to partners in advance (minimum seven days) of meetings. Partners will also be provided with information on what they need to prepare ahead of the meeting, and what information is required to support progress updates/reports. Lastly, the online meetings will be held in between the partners meeting according to Action Plan (at least 7 during the 2-year project life); however, additional Google Meet meetings will be arranged as required.

### **Day-to-day Work and emails**

CARDET will provide support for day-by-day project management and administration through close communication among all project partners. Staff members of the partners will participate in the project meetings and other communication activities that will be conducted throughout the project.

Apart from the 2 total planned face-to-face and (10) online meetings, bilateral or trilateral additional Skype teleconferences, email exchanges and phone calls will facilitate coordination and information exchange among partners. Separating this management function from the broader partner meetings will ensure that any difficulties that emerge can be identified and addressed separately from the development work of the consortium.

In relation to the email exchange, all emails should be given an appropriate title (prefaced by **INCLUDE\_**), sent to the Project Managers in each partner country and designated members of the relevant project team. It is highly recommended that emails are addressed to at least 2 designates to ensure timely response in the event of staff absence or illness. All emails should be acknowledged upon receipt by the Project Managers on behalf of the team. Partners should make every effort to respond promptly to emails or other communication related to the project. Simple queries (e.g. clarification questions, status updates, general questions, etc.) should be addressed within 3 days. Email requests for more elaborate queries (e.g. feedback on project documents, completion of relevant surveys, etc.) should include a date for when a response is needed. If a partner/team member thinks that they might not be able to meet the response date, a reply to this effect should be sent

immediately, together with an indication of when the work can be completed. If feedback is requested and partners have nothing to add, then a reply to this effect should be sent.

The Project Management Team Directory (see ANNEX B) includes the contact information for all project partner members; in the case that a project partner member is removed or added to the project team, the relevant partner should inform the lead partner immediately so that this directory is always kept up to date.

**Communication with stakeholders**

Normally, “Stakeholders” include all individuals and organisations that are impacted by the project as well as the stakeholders with whom we need to communicate and are not included in the other roles defined in this section. This consortium will have ongoing communication and interaction with relevant stakeholders and target group members in order to conduct project activities, such as the focus groups with stakeholders and target groups during the first phase of the establishment of a theoretical framework, the pilot implementation of the training modules and the testing of the eLearning space.

**Online Cloud Service and project-related documents**

CARDET will create a sharing space on Google Drive where all documents related to the project will be uploaded and shared with all project partners and interested parties, while shared online forms and tables will be accessible to all partners in order to register and track all project activities’ progresses. A key to the structure of folders/files contained in the shared file will also be stored on the shared drive. This will be updated as new folders/files are added.

All project documents must carry the INCLUDE Project Logo and requisite EU logos and/or disclaimers. Instructions for the use of logos will be found in the project’s “Dissemination Plan” within the INCLUDE Google D space. These instructions will comply with regulations for the use of the Erasmus+ logo set out on the EC website; the handbook can be found on the INCLUDE Google Drive space. All templates will be developed/updated to include the appropriate project, EU logos and/or disclaimer.

Table 1: An Overview of the Communication Plan

<b>Communication Type</b>	<b>Objective of Communication</b>	<b>Frequency</b>	<b>Audience</b>	<b>Deliverables</b>
<b>Kick-off Meeting</b>	<p>Introduce the project team and the project.</p> <p>Review project objectives and management approach.</p> <p>Define next steps &amp; work plan</p>	<b>Once</b>	<ul style="list-style-type: none"> <li>● Project Team</li> </ul>	<ul style="list-style-type: none"> <li>● Agenda</li> <li>● Minutes</li> <li>● Photos</li> </ul>

<b>Project Transnational Online Team Meetings</b>	Review the status of the project with the team  Define next steps & work plan  Approve outputs	<b>10 times (min.)</b>	<ul style="list-style-type: none"> <li>● Project Team</li> </ul>	<ul style="list-style-type: none"> <li>● Agenda</li> <li>● Minutes</li> </ul>
<b>Day-to-Day Progress</b>	Overall project Implementation	<b>Daily</b>	<ul style="list-style-type: none"> <li>● Project Team</li> </ul>	<ul style="list-style-type: none"> <li>● Communication Records - emails</li> </ul>

### Financial Management Plan

The Coordinator (CARDET) will undertake all administrative and financial management of the project with support from the project management team members of all partner organisations. The project management team will regularly review all project aspects: workplan, schedule, budget and quality. There are 3 main elements to the proposed financial management plan:

1. Distribution of the grant by CARDET to partners will be done in stages; on signing of the internal partner agreement; on approval of the interim progress by the Coordinator on the action's implementation & submission of financial and technical reports; and on completion of all project deliverables and approval of the final report by the European Commission and balance payment based on approved costs.
2. Partners will be required to provide 12M financial and activity reports to CARDET to verify that the correct accounting procedures are being adhered to and to ensure that partner activity is in line with the budget allocations; these reports will be carefully examined to ensure that the reporting requirements of the Grant Agreement are being met.

The project work-plan has been carefully designed to provide an appropriate balance between the requirements for proper and efficient project management and quality assurance; development, testing and implementation actions; and potential dissemination and exploitation opportunities. It is structured in a logical, sequential manner, and deadlines and milestones must be adhered to. In order to maximise the cost-effectiveness consortium partners have been carefully selected to ensure that all key skills required to develop and implement the proposed outputs are available within the consortium and they have been allocated tasks relevant to their individual areas of expertise to ensure the best use of resources. Each partner will assume responsibility for at least one specific task or function in the project work plan. This allocation of tasks ensures the distribution of responsibility throughout the consortium for all development actions.

### Reporting Requirements

The Coordinator (CARDET) will have the ultimate responsibility to coordinate the overall management of the project to ensure the effective and efficient achievement of all project aims and activities, within

the timeframe and in compliance with the financial availability and rules. The Coordinator will have the principal responsibility to continuously report on the progress of the action such as deliverables, milestones, outputs/outcomes, critical risks, indicators, etc (where applicable), in the Portal Continuous Reporting tool and in accordance with the timing and conditions agreed.

Throughout the project lifetime, partners are required to provide a financial and activity progress report to P1 (Coordinator) twice at 12M and 24M, to ensure not only the quality of tasks and activities but also that documents and records are sufficient to satisfy reporting requirements. The deadlines for the submission of the reports to CARDET are:

- **First Report – 12 months**

For the activities carried out during the period of 01/05/2022 – 30/04/2023 (M1-M12) Deadline: 15 May 2023.

- **Third/Final Report – 24 Months**

For the activities carried out during the period of 01/05/2023 – 30/04/2024 (M12 – M24) Deadline: 15 May 2024.

#### **Key elements of INCLUDE financial management are:**

- Beneficiaries are required to demonstrate proper project and financial management, and must keep records and other supporting documents to prove the proper implementation of the action.
- Ensuring appropriate financial procedures and processes, in compliance with the programme guidelines, e.g. separate bank accounts, maintenance of complete accounting books and records
- Ensuring that all purchasing and procurement procedures are adhered to
- Monitoring of INCLUDE budget and reviewing any areas of potential concern in relation to the financial performance of the project
- Maintaining insurance necessary to operate and deliver INCLUDE

#### **Risk assessment and management**

CESIE will assume overall responsibility for risk assessment and risk management and for ensuring that the necessary systems and procedures are in place to facilitate the smooth running of the project. There are a number of formal and informal elements to risk management in a transnational project environment.

#### **Method of Operation**

##### Deliverable Guidelines

- For each deliverable, guidelines should be sent ahead of time and agreed upon by all partners.
- All deliverables should be produced using specific templates and include the relevant logos

- A deadline reminder should be sent to partners 7 days in advance.
- Any deadline that leads up to completing a deliverable should be met on time.
- If a partner misses a specific deadline, they will hold the responsibility to inform the consortium.

## Research Guidelines

When working with participants, partners should follow the guidelines below:

- Participants should be provided with a detailed explanation of the project and their role.
- Copyright Consent Form should be provided and signed.
- Participants should be provided with a calendar of the dates on which a meeting will be held or their help will be needed.
- For purposes of consistency and validity, all partners should use the same documents.
- All the data collected throughout the project's life-cycle should be kept secure and confidential.

## Coding of Documents

Below are guidelines for naming of the project documents.

- Project acronym\_output/task\_topic\_ name initials\_version\_date
- Use 1.0 for when a major change has been/ wider circulation
- Use the second digit for minor amendments/internal circulation
- Include final status i.e. "Final"

ANNEX A: INCLUDE Gantt chart

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
T1.1 - Partnership Agreements	█																							
T1.2 – Project Work Plan	█	█																						
T1.3 - Project Steering Committee Meetings	█			█			█			█			█			█			█			█		█
T1.4 - Project Reporting						█						█						█						█
T1.5 Quality Assurance Plan & Evaluation	█	█										█												█
T1.6 - Risk Assessment &	█	█											█											█

Mitigation	■	■									■								■
T2.1 – Compilation of Research Framework	■	■																	
T2.2 - Desk Research		■	■																
T2.3 - Field Research				■	■	■													
T2.4 – Compilation of National Reports					■	■													
T2.5 – Compilation of the Transnational Report on Discrimination in Youth Sport						■	■												
T2.6 – Development & translation of the Transnational Report						■													
T3.1 - Development of Guidelines of the Learning Resources of the Project							■												
T3.2 – Development of Inclusive Academies' Curriculum							■	■	■	■	■	■	■	■	■				
T3.3 Development of the INCLUDE's Toolkit							■	■	■	■	■	■	■	■					
T3.4 - Piloting of Learning Resource														■	■	■			
T3.5 – Finalization & Translation of Learning Resources																		■	



## ANNEX B: Project Management Team Directory

P	Organisation	Name	Email
P1	CARDET	Irene Theodoulou	<a href="mailto:irene.theodoulou@cardet.org">irene.theodoulou@cardet.org</a>
		Panagiotis Kosmas	<a href="mailto:panagiotis.kosmas@cardet.org">panagiotis.kosmas@cardet.org</a>
P2	KMOP	Eva Salmatani	<a href="mailto:salmatani.e@kmop.org">salmatani.e@kmop.org</a> <a href="mailto:include-project@kmop.org">include-project@kmop.org</a>
P3	CESIE	Claudia Fauzia	<a href="mailto:claudia.fauzia@cesie.org">claudia.fauzia@cesie.org</a>
		Giuseppe La Farina	<a href="mailto:giuseppe.lafarina@cesie.org">giuseppe.lafarina@cesie.org</a>
P4	Rural Hub	Etienne Beardmore	<a href="mailto:etienne@ruralhub.ie">etienne@ruralhub.ie</a>
		Sarah Land	<a href="mailto:sarah@ruralhub.ie">sarah@ruralhub.ie</a>
P5	ENSE	Lisa Kalina	<a href="mailto:lisa@sporteducation.eu">lisa@sporteducation.eu</a>
		Louis Moustakas	<a href="mailto:louis@sporteducation.eu">louis@sporteducation.eu</a>
P6	IoD	Victoria Michaelidou	<a href="mailto:projects@iodevelopment.eu">projects@iodevelopment.eu</a>
		Vicky Charalambous	<a href="mailto:vicky@iodevelopment.eu">vicky@iodevelopment.eu</a>

### 3. Risk Analysis & Mitigation

Inclusive Academies

Erasmus KA2 Adult Education

Prepared by: **CESIE**

*This document has been written by CESIE, as responsible partner for Risk Management of ERASMUSSPORT-2021-SCP (Cooperation partnerships) project INCLUDE co-funded with the financial support of the European Commission.*

*Please refer to [claudia.fauzia@cesie.org](mailto:claudia.fauzia@cesie.org) for any questions/doubt/issues concerning the topics in the current document.*

*European Commission support for the production of this publication does not constitute an endorsement of the contents which reflects the views only of the authors, and the Commission cannot be held responsible for any use which may be made of the information contained therein.*

# Promoting inclusion, diversity, integrity and values in youth sports.



## Introduction

The current document outlines the Risk Management Plan for the project **INCLUDE INCLUSIVE academiEs ERASMUS-SPORT-2021-SCP (Cooperation partnerships)**.

Supporting the Quality Assurance and monitoring activities of the project, the Risk Management Plan has been developed to ensure the identification of possible risks including project management risks. It will form part of the overall Monitoring Strategy as a specific measure implemented to identify and mitigate possible risks during the project.

## The Project

The **INCLUDE**\_project recognises **the pivotal role and multiplier effect that staff in sports academies have on the physical and psychological development of young people**, and they are required to act as educators, counsellors, friends and role models. Consequently, it is essential that they possess the necessary knowledge and skills to effectively fulfil this responsibility, support their young athletes and counter discriminatory behaviour.

In this sense, their technical skills must be accompanied by a pedagogical capacity that enables them to identify and address cases of discrimination and anti-social behaviour and to **educate both young people and parents on inclusiveness**.

INCLUDE's objectives are directly linked to the new **EU Work Plan for Sport for 2017-2020**, which calls on EU Member States and the Commission to prioritise promoting a sense of social inclusion and integration through sport, especially for marginalised groups, eliminating racism and xenophobia and promoting gender equality through sport.

The comprehensive 24-month programme includes research, direct action and development of educational resources to train and support coaches, managers and staff of sports academies. In addition, the INLCUDE project aims to establish a European network in the field of youth sport that can provide the framework for the creation of common approaches and greater commitment to the use of innovative teaching tools to educate staff and coaches to safeguard respect for diversity and educate young athletes to understand and celebrate inclusion and respect for others.

### Objectives

- Counter discriminatory behaviour in youth sport and contribute to making the sport environment safe and accessible for all regardless of ethnicity, religion, ability, gender and sexual orientation;
- To improve the knowledge and skills of coaches and sports academy staff in countering violence and discrimination;
- To promote collaboration and knowledge sharing among practitioners in the EU.

### Activities

- Conduct research and produce a report on discrimination in youth sport;
- Produce a blended learning curriculum and toolkit for sports coaches to improve and increase inclusion in youth sport;
- Develop an online platform to make all project learning resources available and accessible.

### Resources

- Contextual and comparative analysis on discrimination in youth sport;
- Handbook of Inclusive Academies to improve the skills and knowledge of sports coaches;
- E-learning platform with features borrowed from games.

### Impact

- 550 sports professionals and beneficiaries will be involved in the research;
- 1.100 sport professionals and beneficiaries will be trained and/or access learning resources to improve their skills in combating discrimination in youth sport;
- 50.000 individuals and professionals will be involved in events and activities to raise awareness on the importance of inclusion in sport.

### Partners

CARDET - Centre For The Advancement Of Research & Development In Educational Technology Limited (Cyprus)

KENTRO MERIMNAS OIKOGENEIAS KAI PAIDIOU (Greece)

CESIE (Italy)

The Rural Hub Company Limited By Guarantee (Ireland)

European Network Of Sport Education (Austria)

Neophytos Ch Charalambous (Institute Of Development Ltd) (Cyprus)

## Risk Management Procedure

The Risk Management Plan within the INCLUDE project will adopt the following steps and tools:

### 1. Risk Identification & Quantification

Risk identification and related quantification involves determining which risks or threats are likely to affect the project. It involves the identification of risks or threats that may lead to project results being delayed, reduced or compromised.

To support the risk identification process, the Risk Management Plan identifies 3 main categories based on the traffic light system under which risks might be identified and measured.

● **green – low risk** ● **yellow – medium risk** ● **red – high risk**

Identified risks will be allocated to the risk assessment matrix shown on the following page. The matrix measures risk as **low**, **medium** or **high** under:

- a) **Likelihood** - probability/frequency (how likely is the risk to occur in practice)
- b) **Impact** - consequence/severity (if the risk did occur, what is the impact on the WECAN project)

This qualitative measure on the matrix determines a current grading **1-9**, **1 being the lowest and 9 being the highest**, for each risk to support risk assessment. This matrix can be used as reference point when the members of Quality Assurance Group are called to analyse any potential risks of the project.

**Risk Assessment Matrix**

<b>IMPACT</b> (consequence/ Severity)	<b>High</b> (the project cannot function or the aims have to change)	(6) Considerable management and monitoring required	(8) Manage and monitor (inform the Coordinator)	(9) Extensive management (extensive involvement of the Coordinator)
	<b>Medium</b> (the project could still function)	(3) May be worth accepting with monitoring	(5) Management efforts worthwhile, mitigate and monitor	(7) Must be managed and monitored (inform Coordinator)
	<b>Low</b> (Normal)	(1) Accept	(2) Accept, but monitor	(4) Manage, mitigate and monitor
		<b>Low</b> (Rare or Unlikely)	<b>Medium</b> (Likely)	<b>High</b> (Very likely)
		<b>LIKELYHOOD</b> (probability/frequency)		

## 2. Risk Mitigating Actions: risk response and risk monitoring and control

In order to analyse and report the risks and with the support of the Risk Management leader, each partner will use the Risk Analysis Grid (Annex 1) to analyse each aspect of the project. After that, the Coordinator – if it is necessary - will address and resolve any issues raised by one partner or amongst partners through:

- Giving permanent support for the implementation of activities, identify any lack of organisational support amongst the consortium and solutions to address the issue
- Analysing with the partner(s) the origin of the problem and proposing solutions to it.
- Monitoring implementation of possible solutions and their results.
- Involving the entire consortium to ensure diverse point of views and good practices to overcome the problems.

On this basis, the Coordinator - in collaboration with the other partners - will come up with a proposal of specific actions that will propose measures to be taken in order to avoid/reduce the risks.

Possible risks will be listed that would put the smooth running of the project and the achievement of its expected results at risk. The table below provides a list of possible risks followed by possible mitigation measures (the following list is non exhaustive and can be used as example – or starting point).

Possible Risk	Possible Mitigation measure
Delay in performance	Good planning will be a prerequisite for avoiding delays. To this aim each Result's leader will prepare a detailed work plan that will indicate tasks and deadlines and that will be approved by all partners. Additional planning will be done at every project meeting to cover the following six-month period. CESIE will supervise the overall progress of project activities.
Failure in achieving quality	Quality and Evaluation Framework will be delivered in the first months of project implementation and will cover all project dimensions: management, progress, and results. The strategy will outline a set of quality indicators to be followed for each stage of the project. The level of compliance will be regularly checked by the Result's leader. In case of failure to reach a certain indicator, corrective

	measures will be introduced in order to improve performance.
Low involvement of target groups	Partners will ensure that the purpose and contents of project's results and activities are clearly conveyed to all participants, thus enhancing their motivation to participate until the end.
Budget deviations impacting performance	On-going budget control will be ensured by COO throughout project implementation. Every six months the coordinator will ask partners for financial documents and reports in order to monitor how the budget is spent. In case of any budget deviations that may indicate ineffective budgeting, corrective measures will be applied to reduce the negative effect on project implementation. Additionally, every change request will be carefully considered before being accepted by the coordinator.
Withdrawal of a partner	All partners have been carefully selected and all of them have demonstrated commitment to the project idea and activities. In any case, if at any point a partner withdraws from the project, their tasks and budget will be reallocated to the other partners, so that the work is accomplished and no damage is done to the overall project implementation.
Conflict Resolutions	In order to avoid conflicts, partnership agreements will be signed at the beginning of the project, setting the obligations of each partner so that everyone is well aware of their duties. It will be the task of the coordinator to mitigate the risk of potential conflicts among partners.
External risks	Risks related to external circumstances, e.g. extension of the distancing measures in the pandemic's aftermath (such as travel limitations and need to replan the project meetings or LTTA mobility, or need to adapt project activities switching to an online delivery), will also be included in the plan and mitigating measures will be proposed.



### 3. Risk Monitoring

The Risk Management Plan adopted is built into the overall Quality Assurance & Monitoring and Evaluation Strategy and needs to be an ongoing effort not ending after initial assessment of risks. Within INLCUDE, the following risk monitoring activities will be carried out:

- Reflect on the identified risks, assessment of possibility and related mitigation actions will be **planned regularly every 6 months** during the 24 months project lifetime and as part of the consortium meetings.
- Risk management procedures will be **updated every 6 months**, if necessary.

Roles and Responsibilities:

- CESIE is responsible for the development and implementation of the Risk Management Plan, ensuring an overview that appropriate risk management processes are applied and providing the consortium with regular information of the project risks and the proposed risk management strategies to enable ongoing management and regular review.
- All the partners of the project consortium will support the development of the plan and review any identify project risks on a 6-months period basis. They will provide advice and direction to each other within the partnership so that risks can be reviewed and new risks identified providing support to manage those risks for each phase of the project, as they are identified. To support this, partners will complete the Risk Management Plan template (please refer to Annex 1) and review risks identified and mitigating actions proposed.

Annex 1

The image here below is referring to the Excel file to be filled in. The file to be used can be found on the drive folder of INCLUDE.

**ERASMUS-SPORT-2021-SCP  
(Cooperation partnerships)**

**INLCUDE - Risk mitigation Plan**



**Legenda**

	Low risk = low likelihood; low severity of impact on the project
	Medium risk
	High risk = high likelihood; high severity of impact on the project

*Add as many rows as you need*

Risk Identified	Root causes of Risk	Risk Assessment	Contingency measures envisaged/suggested	Comments/explanation of the assessment/questions
<b>Project Management Activities</b>				
<i>Management, Reporting, Collaboration between partners</i>				

<i>Quality Assurance and Evaluation</i>				
<i>Dissemination and Exploitation (Valorisation)</i>				
<i>Financial Management</i>				
<b>Project WP</b>				
<i>WP2: Discrimination in Youth Sport: Realities, Challenges &amp; Best Practices' Report</i>				
<i>WP3: Blended Learning Curriculum and Toolkit</i>				
<i>WP4: Gamified eLearning Platform</i>				

<i>Multiplier Events (E1 - E4)</i>				

<b>Other</b>				


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## 4. Quality Assurance & Evaluation Plan

Inclusive Academies

Erasmus KA2 Adult Education

Prepared by: **European Network of Sport Education, Austria & CARDET - Center for the Advancement of Research and Development in Educational Technology**

**Date:** December 2022

Promoting inclusion, diversity,  
integrity and values in youth  
sports.



## Introduction

The purpose of this document is to provide detailed information on the Quality Assurance & Evaluation (QAE) strategies and procedures that should be followed during the implementation of the INCLUDE project entitled “Inclusive Academies”. This document provides a basis for planning, performing, managing, monitoring, and measuring the quality of the activities and deliverables related to this project.

ENSE will monitor quality assurance within the project with the support of the leader partner, CARDET, and will put in place a systematic evaluation of the project to achieve maximum standards of quality ensuring that:

- Project procedures, products and deliverables comply with project objectives and purpose
- Mistakes are kept to a minimum through the elimination of common errors
- Increases in efficiency are achieved through the improvement of time and project management
- Quality of project products/deliverables is monitored helping to ensure that overall project objectives are met
- Feedback throughout the various project phases minimizes chances of bad quality in output
- Compliance to common standards with partners following the same guidelines in all phases to increase consistency and reliability

Specifically, this Project Quality & Evaluation Plan defines the QAE principles and activities to be performed during the life-cycle of the INCLUDE project, by presenting a systematic method for identifying, monitoring, and resolving quality issues. ENSE & CARDET will conduct QAE surveys during the month 12 and 18 comprising of questionnaires to be filled out by the target group representatives in each partner country. A summary of the findings from each of the quality assurance surveys will be produced by ENSE & CARDET. ENSE is the Quality leader will prepare QAE report every 12 months (of when needed for the interim reports to NA).

The QA activities and reporting will help ensure that key quality assurance guidelines and targets are being met throughout the project life-cycle. ENSE & CARDET, as the responsible partner for the QA will update this document throughout the project life-cycle. The QAP will define the frequency, depth and breadth of the quality controlling measurements and any correction methods. The QAE plan is noting down all the processes the implementing partners need to adhere to in their workings along with the measures and methods they will be utilizing to monitor and evaluate the actions and Deliverables of the project. It also defines the goals and scope of each deliverable as well as a process and indicators for the Quality Assurance of INCLUDE’s Deliverables. This affords the implementing partners with a clear understanding as to the quality standards they must adhere to and ensures coherence between the project activities, the objectives of the INCLUDE project and the allocated budget.

Applying any corrective measures Quality discrepancies will be regularly discussed among the partners and countermeasures will be proposed. Any final decision for applying a certain corrective change or a countermeasure for a specific activity is the responsibility both of the Quality management leader and the activity leader. Plan-do-check-act methodology will be applied. The quality of the following project activities and results will be monitored and controlled:

- Project Results
- Multiplier events
- Project management and coordination
- Project meetings
- Project dissemination

## Quality Assurance Principles

INCLUDE is guided by generally accepted principles that help ensure the quality of the products and activities. Such guidelines also form part of the whole project management, since QAE in general should form part of the successful management of a project. In order to ensure that optimal quality and excellence will be obtained in the methodologies, tools, and techniques used in ensuring quality management of this project, these need to be based on the following principles:

- There should be continuous and open communication amongst all partners and the QA coordinator.
- Partners should always do their best to deliver products/services/deliverables/outputs of high-quality standards within their area of expertise.
- The needs and satisfaction of the target audience and all relevant stakeholders should always be kept in mind in all project activities.
- A commitment to the continued improvement of all project products and outputs should be made by all partners, this including the provision and acceptance of constructive feedback and constant monitoring of all processes related to the project.

The following are preliminary principles that relate to some general aspects and components of the project, and more specifically with the management of internal communication issues.

## Communication Principles

- The contact information of all partner representatives involved in the project should be publicized to everyone and be used for the purpose of communication related to the project.
- All partners should be notified of any changes related to a partner's contact information.
- When sending an email to the partners, it is important to give a title to the email.
- In all email communication, all relevant partners should be included.

- When out of office, it is useful to use an automatic reply that informs the consortium members of a certain partner's return date.
- Partners should make every effort to respond promptly to emails or other communication related to the project. Simple queries (e.g. clarification questions, status update, general questions, etc.) should be addressed within 3 days. More elaborate queries (e.g. feedback on project documents, completion of relevant surveys, etc.) should be addressed within one week.
- When feedback is requested on a specific issue or deliverable, even if a partner has nothing to add, it is important to reply to the rest of the partners stating that there is nothing to be added.
- It is also very important to document everything that is produced by the consortium or any of its members and save it on the online platform-shared drive created for the purposes of the project.
- Continuity of attendance is important, both for face-to-face as well as for online meetings, so whenever possible, an effort should be made for the same partner representatives to attend these meetings.
- The agenda of each meeting should be circulated to all partners well in advance and should be based on the template provided by the lead partner.

## Outputs Development and Implementation Guidelines

- For each major output, guidelines should be sent ahead of time by the relevant partner and agreed upon by all partners in order to maintain consistency. These guidelines will be used for the purpose of monitoring the output's success and quality.
- All major outputs should be produced using specific templates and should include the relevant logos. Such templates that will be used throughout the project's life-cycle will be provided by the lead partner (e.g. the agenda produced by the lead partner for the first partner meeting should be used as template for future meetings).
- A deadline reminder should be sent to relevant partners 7 days in advance.
- Any deadline that leads up to completing an output (e.g. deadlines for smaller tasks that lead up to the completion of the output) should be met on time, as well as the final output deadline.
- If a partner will miss a specific deadline, that partner has the responsibility to inform the consortium accordingly.

## Dimensions of Quality Assurance

QA embraces many 'facets', segments, or dimensions, and all of those are both heavily interwoven and frequently dependent on each other. The QA and quality management concerns for EU projects have been found to include at least seven dimensions, each one being able to address separately, or as partially interdependent, or in a fully integrated manner the quality aspects of a



project. These seven dimensions are presented below and will be used as relatively discrete dimensions for evaluating the quality of the INCLUDE project.

### *Project performance quality*

This relates to how a project anchors its performance in the context in which it is set to serve and contribute. It includes qualities of the activities both planned and undertaken, and it addresses how these are anchored in the rationale of the project, the engagement of the project partners and stakeholders, as well as the justification and logic for investments and contributions made by the actors involved and the community at large.

#### **Important questions to consider include the following:**

- Did the project achieve its objectives?
- Do the project results match/serve the needs of the intended audience?
- Were partners' contributions in accordance with the project plan and expectations?
- What project management tools were used and how were they used?

### *Collaboration quality*

This relates to how a project engages people and organizations, such as project partners, direct and indirect stakeholders, target groups, and users, and how these influence project processes and outcomes, support each other in their interactions when carrying out joint efforts, as well as how values and dividends from the project are shared among them. Collaboration quality can either involve formal partners, or extended project partnerships, such as a project community.

#### **Important questions to consider include the following:**

- Was the collaboration among partners at an acceptable level?
- Did project partners contribute towards the achievement of the project's objectives?
- Were project meetings organized and managed effectively?
- Was the collaboration among partners, direct and indirect stakeholders, target groups, and users fruitful?
- Were any specific collaboration tools used? If so, how were they used?

### *Resource utilization quality*

This relates to how the monetary and non-monetary contributions, assets, and resources that are made available to a project or are potentially accessible by the project are explored, utilized and

accounted for, as well as how the value-added contributions are made to and from the project by its contributors, investors, end-users, and the target market.

**Important questions to consider include the following:**

- Were resources used in appropriate ways?
- Were all budget expenses documented?
- Did all budget expenses follow the relevant EU and project regulations?
- Were any resource management tools used (e.g. for financial management)? If so, how were they used?

### *Information management quality*

This relates to how a project acquires, handles, documents, shares, and refines the information on which it depends, how it processes and generates information - including 'footprints' of its progression - from ideas to completed initiatives, with handling of interactions, contemplations of action implications, and decisions taken (or not taken), as well as how such information is owned, validated, documented, stored, and accessed.

**Important questions to consider include the following:**

- Was information shared with all partners?
- Were documents and information shared in a timely manner?
- Was there a system for keeping versions for each document?
- Were documents stored, secured, and accessed appropriately?

### *Product/Outputs quality*

This relates to the outcomes of a project, and it includes information on intangible products such as learning and experience, as well as more tangible products and services distributed in whatever format and with whatever compensation-handling modalities (e.g. recognition, payment, etc.). These qualities are often anchored in externally-imposed technical or sector standards, benchmarks, or conventions.

**Important questions to consider include the following:**

- Were outputs prepared according to the project's timeframe?
- Were outputs prepared according to high standards?
- Were any standards used for assessing the quality of outputs? If so, how effective were they?

## Service/product provision quality

This relates to the demands, expectations, and needs that are expressed by or interpreted from users and target populations that the project aims to serve. These qualities are often catered through user-oriented service approaches, and often focus on a project's adaptability to its context.

### Important questions to consider include the following:

- Did the service provided address the target population's needs?
- Was the service developed using a user-centered approach?
- Was the service usable and user friendly?
- Was the service tested, evaluated, and revised?
- How adaptive and flexible was the service to target groups'/stakeholders' needs?
- Were any guides provided with respect to the service? If so, were they effective?

ENSE will use templates to monitor documents, outputs and other project results. These will provide specifications of achievements related to the objectives for each WP (ANNEX IV).

## Quality life-cycle

All the relevant QA actions taken throughout the duration of the project involve both the contextual fulfilments carried by the project (e.g. investments made in the project by relevant EU programmes), as well as the product/service fulfilments it carries towards the set target audience and the needs of the potential users. In addition, the QA actions need to ensure that there is a valid rationale behind the project, justifying the engagement of the partnership and the resources utilized. Finally, QA actions need to address the project's overall value for the partnership, target groups, and stakeholders.

The quality life-cycle of most EU projects involves a starting-point, an implementation, and an end-point. From a QA perspective, management stages also follow a rather similar pattern, with the following stages as the main stepping stones.

**Quality start-up:** this relates to how QA activities are planned, with responsibilities distributed among partners, decision points identified, and risks controlled.

**Approval announcement:** this indicates the triggering of all actions related to the 'Quality start-up actions', at which point the QA principles should be put into practice with all partners involved.

**Quality start-up actions:** they run from the initiation of the contractualisation process to the completion of the start-up meeting. They include an overall assessment of the partnership's

capacities and what is reasonable to be achieved throughout the project, based on the project's timeframe, objectives, resources, and consortium.

**Quality implementation:** this relates to the whole timeframe of the project, as QA actions take place throughout the project, involving the planning stages, the implementation of all agreed-upon QA activities, and the exploitation of quality outcomes.

**From start-up meeting to mid-term report:** during this phase of the project, QA tends to be more preparatory and proactive, following a more learning-oriented approach for all partners towards QA and its procedures.

**Mid-term threshold:** this refers to the production of the interim report, in which all promises made and stated performance are documented and verified, providing evidence for what actually took place up to that point in the project and what is to be achieved in the second half.

**From mid-term to concluding:** during this phase, QA, from a usage and stakeholder perspective, is more predominant and QA concerns become more reactive and corrective, especially if QA issues were not properly addressed during the earlier stages.

**Quality closure:** this relates to how project activities are completed and accounted for and how post-project and future activities for the developed products have been catered for, as well as how the project's efforts are verified.

**From concluding to post-project life:** this involves a range of transition concerns and focuses mostly on the assurance of consistency between internal perceptions of the quality achievements of the project to its external assessments and verdicts.

**End-of-project threshold:** this refers to the production of the final report and it is when the implementation of the Project Quality Plan is reported upon. It is the end-point of the Project.

Quality Plan, but not of its implications. The mere essence of QA is that its rewards should be sought in the sustainability of the outcomes of the project after its completion, as well as the relevant return-of-investment.

## Quality Assurance & Evaluation Procedures

Assurance of project quality involves a planned and consciously attended-to process and it ought to be approached as a joint responsibility of the project partners. ENSE & CARDET will be responsible to make use of the following five types of partner participation, which could also be considered as levels of 'partnership impact' on the various QA processes and procedures during the implementation of the INCLUDE project.

**Inform:** providing partners with information on the objectives of the QA processes so as to assist them in understanding them.

**Consult:** obtaining and implementing feedback from partners on issues addressed by, or decisions related to, QA.

**Involve:** working directly with partners throughout the QA processes to ensure that all concerns are consistently addressed and made public to all partners.

**Collaborate:** engaging partners in all aspects of QA-related decisions, including identification of preferred approaches and solutions.

**Empower:** placing final decision-making in the hands of the partners.

For the purpose of the INCLUDE project, the Project Quality and Evaluation Plan presented in the following section addresses many of the issues discussed in the report so far. It should be noted here once more that this document will be updated throughout the project's life-cycle, so as to reflect revisions to the Plan, as well as guidelines and templates that will be formulated to assess the quality of the project's deliverables based on the set indicators.

## Internal Evaluation Measures

ENSE & CARDET in collaboration with all partners will conduct brief internal evaluation surveys (see Annex I) in months 12 and 18 specifically addressed at the consortium members to ensure that the development plan being followed is relevant and tailored to their on-going needs. Short summaries of findings will be provided by ENSE & CARDET and recommendations for change and/or improvements will be included. The surveys are meant to collect your feedback on the two years of the INCLUDE project and help us continuously control and improve project quality. All surveys will include the aspects of Relevance, Effectiveness, Efficiency as well as Sustainability. Feedback will be anonymous and space for critical points or suggestions is provided at the bottom of the survey. The collected feedback will be analysed by ENSE and presented to the group. The aims of this survey will be:

- Are you engaged enough in the process?
- Do you feel that you have enough input?
- Are the material developed relevant to your needs?
- What can be done to improve the process?

ENSE & CARDET will also conduct evaluation surveys after each partner meeting (see ANNEX II & III) in order to collect feedback from project partners throughout the project development and implementation phases.

\*Note (April 2023): All the evaluation questionnaires has been send to partners and the reports will follow soon after

## External Evaluation Measures

Each partner will establish a local stakeholder forum comprising representatives of the key project target groups. The function of these forums will be to:

- support all development actions;
- test and validate the online resources and the results developed;
- test and validate the functionality of the online platform developed;
- participate in internal evaluation surveys and impact assessments conducted by ENSE.

Short summaries of findings will be provided and recommendations for change and/or improvements will be made to the Project Management Committee.

## Quality Indicators

**Basic indicators foreseen, to ensure the quality of the project, in particular its Deliverables and results include at least the following:**

- Schedule performance index (budgeted cost of work performed/budgeted cost of work scheduled)
- Cost performance index (budgeted cost of work performed/actual cost of work performed)
- Number of transnational meetings carried out (target 2 meetings)
- Number of deliverables submitted on time (target 90%)
- Number of milestones and activities completed on time (target 90%)
- Number of re-allocation of responsibilities (target <10%)
- Level of attainment of qualitative and quantitative key performance indicators (target min. 90%)
- Number of risks with high, medium and low impact which the partners addressed (target <4)
- Number of risks the partners avoided through the implementation of preventive actions (target =90%).



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Capitalisation of past experience of all consortium partners and existence of expert resources are key for securing economic and timely implementation of activities and achievement of results.

## ANNEX I

### INCLUDE Interim Evaluation Questionnaire

Please rate your satisfaction on the following aspects of the project by selecting the relevant option on the provided scale. If you would like to elaborate on your response to any of the questions below, or if you have any comments to add, please use the corresponding “Other” box to do so, after selecting an option on the provided scale.

1. Name:
2. Organization:
3. Email:

Please rate your satisfaction for the following aspects of the INCLUDE deliverables based on the provided scale.

1 – Poor 2 – Fair 3 – Acceptable 4 – Good 5 - Excellent NA- Non Applicable

Project aspects	Ratings					
	1	2	3	4	5	Other
Overall progress of the project						
Overall project management of the project.						
<b>Rate the overall project management of the project</b>						
The management structure is clear.						
Project Management provides feedback to partners.						
Information needed to complete work packages is clear and timely.						
Financial aspects are thoroughly explained.						



Project aspects	Ratings					
	1	2	3	4	5	Other
Meeting agendas and reports are clear and well-organized.						
Feedback from management structure is appropriate.						
Involvement of partners is maintained through appropriate strategies.						
<b>Quality of project deliverables</b>						
Satisfaction for the quality of the deliverables prepared to date.						
Scientific quality of outcomes.						
Meet the deadlines.						
<b>Support for transnational cooperation</b>						
Communication (e-mails and website) is fluent and timely.						
Channels of communication are clear and effective.						
Face-to-face meeting agendas are clear and timely.						
Face-to-face meetings are useful.						
Work plan deadlines are met through clear management steering.						
<b>Contribution and the contribution of other partners</b>						

Project aspects	Ratings					
	1	2	3	4	5	Other
My own contribution.						
The coordinator's contribution.						
Other partners' contribution.						

State 3 areas where the project has worked well so far in terms of management, coordination, partner communication, partner involvement, development work, project outputs, etc.

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Name 3 major difficulties/challenges that you have experienced so far in the project? How do you feel they could be resolved?

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Name 3 improvements that could be made in the second year of the project's implementation process so as to ensure that the project achieves its objectives?

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Please comment on your budget spending to date; is it on target under each of the allocated budget categories? Are there any foreseen difficulties that might require an alteration to the original budget allocation?

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Please add any other comments or concerns that you might have, which were not addressed in the previous parts of the survey.

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Thank you for your cooperation!

## ANNEX II

### INCLUDE Face-to-face Meeting Satisfaction Questionnaire

1. Name:
2. Organization:
3. Email:

Please rate your satisfaction for the following aspects of the INCLUDE deliverables based on the provided scale.

1 – Poor 2 – Fair 3 – Acceptable 4 – Good 5 - Excellent

Aspect	1	2	3	4	5
The meeting in general					
Meeting agenda					
Meeting venue					
Meeting timing (schedule, length of sessions)					
Organisation of the meeting by the project leader					
Quality of communication during the meeting					

Exchange of information					
Partners' preparedness and presentations					
Partners' participation in meeting discussions					
Partners' participation in decision-making					
Clarity of project aims, objectives, and work to be completed					
Clarity of workplan (upcoming tasks, deadlines)					
Explanation of partners' responsibilities					
Social programme during the meeting (free time, lunch/dinner, cultural visits, etc.)					

What worked well during the meeting?

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What could have gone better and could be improved for the next meeting?

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Any additional comments/suggestions?

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Thank you for your cooperation!

## ANNEX III

### ICNLUDE Event Satisfaction Questionnaire

1. Name:

2. Organization:

3. Email:

Please rate your satisfaction for the following aspects of the INCLUDE deliverables based on the provided scale.

1 – Poor 2 – Fair 3 – Acceptable 4 – Good 5 - Excellent NA- Non Applicable

Aspects	1	2	3	4	5
The event was well organized.					
The events' objectives were clear to me.					
The content of the event met my interest and expectations.					
The event helped me realize what I can do with the escape room resources for youth-at-risk.					
The coordination of the event was good and efficient.					
The instructor was well prepared.					
The pace of this event was appropriate.					
I am going to use the material of the project.					

What is most valuable about this event?

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What is less valuable about this event?

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What improvements would you recommend in this event?

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Additional comments:

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Thank you for your cooperation!

## ANNEX IV

### Work Package Evaluation Rubric

Please evaluate the structure, content, and completeness of the Work Package based on the following criteria and relevant scale of satisfaction.

Criteria	Very unsatisfactory 1	Unsatisfactory 2	Average 3	Satisfactory 4	Very satisfactory 5	Not Applicable
The purpose/ scope of the Intellectual Output is clearly presented.						
The Intellectual Output meets its intended objectives as defined by the project.						
The Intellectual Output's tone and writing style are appropriate for its intended audience.						
The overall content of the Intellectual Output is well- organised.						
Ideas and issues related to the main points presented are thoroughly discussed.						

Criteria	Very unsatisfactory 1	Unsatisfactory 2	Average 3	Satisfactory 4	Very satisfactory 5	Not Applicable
Topics and ideas are presented in a logical sequence.						
Paragraphs are coherently sequenced with clear relationships between them.						
No grammar, spelling, and punctuation errors exist.						
The methodology followed is clearly described.						
Clear evidence is provided for the arguments and ideas proposed.						
Appropriate solutions/recommendations are presented.						
The Intellectual Output is formatted according to the agreed-upon requirements and specifications of the consortium and the proposal.						



Criteria	Very unsatisfactory 1	Unsatisfactory 2	Average 3	Satisfactory 4	Very satisfactory 5	Not Applicable
Appropriate logos and disclaimers are included.						



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This project has been funded with support from the European Commission. This publication reflects the views only of the author, and the Commission cannot be held responsible for any use which may be made of the information contained therein. Project Number: 101050474.