

# INtegrating EUropean VALues moduLes in studies (IN EU VALUES)

Project 101085537

# Quality Manual

|                         |                                                |
|-------------------------|------------------------------------------------|
| <b>Project number</b>   | 101085537                                      |
| <b>Project name</b>     | INtegrating EUropean VALues moduLes in studies |
| <b>Project acronym</b>  | IN EU VALUES                                   |
| <b>Project duration</b> | 36 months                                      |

|                                                      |                                             |
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| <b>Responsible(s)</b>                                | Marwan Zaher                                |

|                           |                |
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| <b>Author(s)</b>          | Matteo Caprera |

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## Summary

This Quality Manual has been prepared within the project IN EU VALUES. The objective of the Manual is to assure that the results achieved by the project match with a set of quality standards.

The following quality manual will:

- Define the quality expectations for project deliverables (outputs)
- Define the internal monitoring and quality management
- Define the content, format, review and approval process of the project deliverables
- Define the responsibilities of the project partners regarding those deliverables
- Identify all the different monitoring and evaluation tools and means to be applied throughout the project duration
- Provide guidelines for adequate implementation and thereby assure that certain quality standards in the performance of our tasks are fulfilled
- Define the quality requirements that must be obtained throughout the project lifecycle, those that deliverables, actions and results must comply to.

## Introduction

The manual is based on what has been already set in the project proposal and in “Grant Agreement-101085537-IN EU VALUES. It relies on the organization ability to assure and commit to a high quality of standards, processes, and outputs. However, the success and the quality of the project depends also on the establishment of a framework that will help the personnel to continuously check and monitor it. In addition, the Quality Manual will also provide a baseline against which target groups and stakeholders can check and verify the quality of the different projects’ components.

The document is therefore based on some principles which will contribute to the achievement of the objective mentioned above: a close and continuous monitoring as a base for a constant improvement, the completion and the quality of each activity, accountability, transparency and controllability of the project’s results and processes.

In the following pages, it will be explained how Training Academy will work for the project quality throughout the project’s lifetime, and what will be the indicators that will serve as tools to test it.

## Overview: roles and responsibilities

These are the roles of the organization members during the project:

### **Project Management Board (PMB):**

- Project Manager: Marwan Zaher
- Quality Manager: Matteo Caprera
- Didactic reference: Valeria Olivieri
- Marketing reference: Giuseppe Schettino
- Orientation reference: Eleonora Lumericisi

### **Technical Management Board (TMB):**

- Didactic reference: Valeria Olivieri
- Teachers: Giovanna Cuturi, Lucio Nicola Corrado

## Responsibilities

**PMB** is responsible for:

- Supervision: Supervision of the overall activities undertaken by staff members, ensuring that the activities will follow the stated objectives and the priorities set.
- Evaluation: Quality assurance of the activities, delivering internal audits and responsibility of the good positive results of the project.
- Time management
- Financial management of the whole project
- Decision making
- Conflict resolution
- Revision of deliverables

The **TMB** will be the operating body of the project. It will be responsible for:

- Developing the Modules
- Piloting the modules in the classes
- Teach the official modules in the classes

The **quality manager** will take care of the following tasks:

- Develop the student survey and send it to the TMB
- Develop the personnel survey and monitor the quality
- Collect reports from each staff member

- Produce quality reports every semester
- Produce an impact report

The quality manager, through manual quality, will define the following deliverables:

- Quality Manual.
- Each semester, quality reports to be submitted to the PMB. These quality reports will be based on the individual reports of staff members who are responsible for internal monitoring and quality control of the implementation status of the material results Including recommendations and corrective measures in relation to the strategic results of the project and the overall management of the activities. Quality reports will include results achieved / planned results. It will report the outcome of the assessment, the identification of deficiencies and delays so that appropriate countermeasures can be adopted.
- An Impact report, as part of the final project report, on the wider impact of the project and its relevance in national contexts to the needs of the main stakeholders, adopted at the end of the project life by the consortium members.

The **Marketing division:**

- Will be involved in the Info Days
- Promote the project via social media
- Develop and carry out the dissemination plan

The **Orientation division:**

- Will be involved in the Info Days and throughout the duration of the project for course enrolments.

## Decision-making

In order to ensure a smooth implementation and an effective monitoring of the activity plan, a straightforward decision-making strategy is put into practice. It is based on a three-level approach.

1. The first level involves the TMB. Decisions regarding simple, non-administrative problems are taken at this first level.
2. The second level involves PMB for non-severe, financial and contractual issues. Decisions regarding exchanges of tasks and reallocation of resources within the WP, as well as the approval of procedures to ensure an effective day-to-day management can be taken at this second level. If consensus during the meeting cannot be reached, the PMB will adopt decisions based on a majority vote, with each present beneficiary having one vote. In case of a tie, the vote of the project manager makes the difference. A decision adopted by the PMB may concern a major change in the WP or changes in the allocation of activities and /or budget among the beneficiaries. In these cases, the PMB adopts the decision, and the Project Manager informs EACEA Agency.
3. The third level of decision involves EACEA. It intervenes when the decision leads to a contractual change, for example if, for any reason, the beneficiary needs to freeze the project. In these or similar cases, the Project Manager should inform the Agency after having discussed the change with the PMB, and the Agency will express its position that is legally binding.

## Guidelines

The manual encompasses both the monitoring and evaluation of the project.

Monitoring activities will be conducted during the whole project, and it will consist in:

- **Regular supervision** – reports of each activity, based on achieved goals and results, feedback of all involved parties.
- **Semester-quality-report** – this will be a synthesis of existing regular project supervision

- reports and based on the overall stage of the project.
- **Project completion report** – an analysis report, based on the collected data will show the relationships between the results of the project and the overall impact of the project.

Evaluation covers the following aspects, based on the data collected in the monitoring phase:

- Relevance.
- Effectiveness.
- Efficiency.
- Impact.
- Sustainability.

There are some transversal aspects that will serve as guidelines for the quality assurance and monitoring process, namely:

**Quality management** - adequate and on-time monitoring and evaluation. The quality management follows the flawless interrelation among the different management modules.

**Human Resource Management** – the project involves many experts. All tasks are initially assigned (please refer to the “action plan”).

**\*\*We will use a preparation team, before actual implementation of the final event, to prepare and provide all required resources for successful completion of the events.**

**Time Management** – it is primarily concerned with the process required to ensure timely completion of the project tasks. The tasks are defined in terms of activities and scope. All tasks are detailed in the WP and their timeline in the Gantt diagram.

## Quality assurance processes and project's components

### Project management

#### Set standards:

- The project management activities are timely finalized and documented.
- The personnel have a clear and shared vision about the project management, as well as of its vision, objectives, plans and responsibilities.
- The personnel commit themselves to implement all the foreseen tasks according to the guidelines.
- The personnel agreed on a process for conflict resolution.

In order to comply with the established standards, at the very beginning of the project, the personnel have shared and discussed all the project's activities, objectives, and responsibilities. They have jointly appointed the PMB and the TMB and have set together all the internal procedures to be followed for the whole project's duration such as: Internal meetings, specification of roles and responsibilities, communication, calendarization of activities, management of risks and conflicts.

**Means of verification:** PMB's meeting agendas and minutes, PMB's list of participants, internal sharing of files and documents, anonymous online surveys sent to the personnel, informal dialogues with the personnel and the students, quality reports, and final report to EACEA.

## Financial Management

### Set standards:

The project and its activities are delivered in a cost-efficient way. The personnel are committed to provide all the required financial documents and to keep them for future uses and requests. Any cost adjustment, if needed, is discussed within the PMB and eventually communicated to the EACEA Project Officer.

In order to comply with the set standards, the personnel have shared at the beginning of the project the rules for financial management. The Project Manager will share any official material from the EACEA with the rules and guidelines for the financial management.

**Means of verification:** reports submitted periodically by the divisions with internal sharing of files and documents, feedback of the progress and final reports.

## Tasks

### T1.4: EU modules development

**Set standards:** The modules will be developed in the specific time and manner reaching the established target group. They should be developed by 30<sup>th</sup> November 2022.

- OEPAC course - EQF 4
  - Developing a total of 34-hour-modules: 14 hours European anti-discrimination legislation, and 20 hours elements of European anti-discrimination sociology.
- OSS course – EQF 3
  - Developing a total of 28-hour-modules: 10 hours anti-discrimination legislation, and 18 hours elements of anti-discriminatory sociology in Europe.

The modules, through their chapters, shall aim at:

- Fostering the introduction of a European Union angle in the educational culture and contribute to strengthen European identity and active citizenship among students and teachers.
- Empowering teachers to teach about the EU using engaging methods and to bring facts and knowledge about the European Union to their learners.
- Improving learning outcomes on EU matters.
- Strengthening EU literacy.

### Means of verification:

- OSS modules covering 28 teaching hours and the following 2 parts:
  1. Preliminary European notions and principles
    - a. The principle of equality and non-discrimination in the constitutional system
    - b. Direct discrimination and indirect discrimination
    - c. The principle of equality and non-discrimination in the supranational and European system
  2. The factors of discrimination in Europe
    - a. The prohibition of gender discrimination: from the Constituent Assembly to the affirmation of constitutional principles
    - b. Gender discrimination in politics from the health care perspective
    - c. Discrimination against people with disabilities
- OEPAC modules covering 34 teaching hours and the following 5 parts
  1. Preliminary European notions and principles:

- a. The principle of equality and non-discrimination in the constitutional system
  - b. Direct discrimination and indirect discrimination
  - c. The principle of equality and non-discrimination in the supranational and European system
2. Judicial protection of discriminated subjects in Europe:
  - a. The jurisprudence of the Courts in the protection of discriminated subjects (Constitutional Court, EDU Court, Court of Justice, of the European Committee for Social Rights)
  - b. practical cases
  - c. The European anti-discriminatory procedure and procedural actions for the protection of discriminated subjects.
3. The factors of discrimination in Europe
  - a. The prohibition of gender discrimination: from the Constituent Assembly to the affirmation of constitutional principles
  - b. Gender discrimination in politics and in the workplace
  - c. Discrimination against people with disabilities
  - d. Religious discrimination
  - e. Discrimination based on sexual orientation
  - f. Racial discrimination
  - g. Discrimination based on nationality and residence permit
  - h. Multiple discrimination
  - i. Gender violence as a phenomenon resulting in discrimination against women
4. The "new" forms of discrimination:
  - a. The language of hatred and cyberbullying
  - b. Discriminatory images as a vehicle for discrimination
5. Prevention of discrimination: the role of international organizations, NGOs and institutions
  - a. The role of institutions in preventing and combating discrimination
  - b. The role of NGOs and international organizations

- Reports submitted periodically by TPB

T1.5: Integrating EU modules to the courses, pilot with target group, and officialising them

**Set standards:** The modules should be ameliorated following the indications of the participatory approach of the World Bank in the specific time and manner reaching the established target group. They should be piloted with the students by mid-February 2023, concluded by late March 2023, officialized and integrated in our courses starting from April 2023.

- OEPAC course - EQF 4
  - A total of 34-hour-modules: 14 hours European anti-discrimination legislation, and 20 hours elements of European anti-discrimination sociology.
- OSS course – EQF 3
  - A total of 28-hour-modules: 10 hours anti-discrimination legislation, and 18 hours elements of anti-discriminatory sociology in Europe.

The modules, through their chapters, shall aim at:

- Fostering the introduction of a European Union angle in the educational culture and contribute to strengthen European identity and active citizenship among students and teachers.
- Empowering teachers to teach about the EU using engaging methods and to bring facts and knowledge about the European Union to their learners.
- Improving learning outcomes on EU matters.
- Strengthening EU literacy.

The beneficiaries to be reached:

- Piloting phase:
  - 15 OSS students.
  - 15 OEPAC students.
- After officially integrated them to the courses, and in arch of 3years.
  - 90 OSS students.
  - 90 OEPAC students.

#### Means of verification:

- OSS modules covering 28 teaching hours and the following 2 parts:
  1. Preliminary European notions and principles
    - a. The principle of equality and non-discrimination in the constitutional system
    - b. Direct discrimination and indirect discrimination
    - c. The principle of equality and non-discrimination in the supranational and European system
  2. The factors of discrimination in Europe
    - a. The prohibition of gender discrimination: from the Constituent Assembly to the affirmation of constitutional principles
    - b. Gender discrimination in politics from the health care perspective
    - c. Discrimination against people with disabilities
- OEPAC modules covering 34 teaching hours and the following 5 parts
  1. Preliminary European notions and principles:
    - a. The principle of equality and non-discrimination in the constitutional system
    - b. Direct discrimination and indirect discrimination
    - c. The principle of equality and non-discrimination in the supranational and European system
  2. Judicial protection of discriminated subjects in Europe:
    - a. The jurisprudence of the Courts in the protection of discriminated subjects (Constitutional Court, EDU Court, Court of Justice, of the European Committee for Social Rights)
    - b. practical cases
    - c. The European anti-discriminatory procedure and procedural actions for the protection of discriminated subjects.
  3. The factors of discrimination in Europe
    - a. The prohibition of gender discrimination: from the Constituent Assembly to the affirmation of constitutional principles
    - b. Gender discrimination in politics and in the workplace
    - c. Discrimination against people with disabilities
    - d. Religious discrimination
    - e. Discrimination based on sexual orientation
    - f. Racial discrimination
    - g. Discrimination based on nationality and residence permit
    - h. Multiple discrimination
    - i. Gender violence as a phenomenon resulting in discrimination against women
  4. The "new" forms of discrimination:
    - a. The language of hatred and cyberbullying
    - b. Discriminatory images as a vehicle for discrimination
  5. Prevention of discrimination: the role of international organizations, NGOs and institutions
    - a. The role of institutions in preventing and combating discrimination
    - b. The role of NGOs and international organizations
- Survey to the participants of the piloting activities
- Reports submitted periodically by TPB

- Lists of classes' participants
- Classes' evaluations
- Videos
- Presentations produced during the pilot, and the classes

#### T1.6: Development of Dissemination Plan

**Set standards:** The dissemination plan will define dissemination strategy, activities, and tools to best exploit the outputs of the project. It will highlight how to contribute to raising awareness about the project and its activities in local and national end-users' communities.

The dissemination plan will contain details on:

- Methodology used in the dissemination and communication
- Stakeholders' analysis
- Communication channels
- Visual elements
- Measures to ensure the visibility of the EU funding
- Promotional kit
- Editorial plan
- Info days
- Final event

**Means of verification:** reports submitted periodically by the divisions with internal sharing of files and documents, dissemination strategy, logo, promotional kit, articles, social media channels and reach indicators.

#### T1.7: Organization of the info days and the final event

**Set standards:** The Info Days (12 in total) will aim at promoting the project among relevant stakeholders involved. They should be efficient tools to promote project opportunities and to directly interact with targeted audience in the perspective of answering all questions, curiosities and doubts.

Final event will take place in Albano Laziale, Italy and hosted by Training Academy. It will host 25 people from Italy (stakeholders and journalists) and 50 people online.

**Means of verification:** Number of info days, number of people attending info days, number of people attending the final event (physically and online), Number of people interested in enrolling in the organisation's courses, minutes, and periodic reports.

## Tools for quality control

Quality control has both an internal and external dimension. The quality manual is indeed a guide that will support not only the continuous monitoring of the project, but it will also serve as a base for the different reports that are foreseen by the project, to be submitted to the EACEA.

**Quality Control:** In this process, the tools to be used to assure a satisfactory quality control process are:

- internal meetings minutes
- informal discussions
- reports completed by each department after the activities take place

- questionnaires provided after activities and info-days number of teaching hours
- numbers of students attending the classes
- number of participants in the infodays and the final event.
- all the relevant material and documents deriving from the activities.
- These tools and their outputs will contribute as a basis for the Quality Reports that will be produced every six months.

#### Resources committed to **Dissemination and Exploitation plan:**

Training Academy will dedicate the following resources to project promotion:

- 1 staff member acting as Dissemination Manager (Giuseppe Schettino)
- 1 Website of the organization
- Social media accounts of the organization
- Project accounts on Facebook and Twitter
- Facilities of the organizations for the implementation of informational events and the circulation of physical promotion and sharing materials.

#### **Deliverables** of the quality control and monitoring are:

- Quality reports: they will be completed every six months.
- Feedback of the questionnaires for the monitoring of the quality of piloting and teaching the integrated materials
- Meetings evaluation feedback
- List of participants
- Reports of single activities done in the project

Apart from these deliverables, a set of other standardized tools will be developed in order to support the internal monitoring and also to assure a standardized communication of the project, as it will be further shown in the annex section.

## Risk assessment and mitigation

The realization of the manual and the planning of quality management cannot be done without taking into account the risks related to the project and all the ways to mitigate them, in case they occur. A group of possible risks have already been identified in the project proposal. However, within the monitoring and quality assessment processes, great attention will be paid to the possible occurrence of unforeseen risks and their mitigation will be discussed within the consortium.

A resuming table of the possible risks already identified is provided as follows.

| Risk No | Description                                                                                                                                | Proposed risk-mitigation measures                                                                                                                                                          |
|---------|--------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 1       | Misunderstanding or conflict within the team.<br>Probability: low<br>Impact: medium                                                        | Increased frequency of meetings to find a solution and elaboration of a Document of Settlement containing an agreed solution between the team members.                                     |
| 2       | Changes in operational staff causing loss of knowledge and expertise in the project implementation.<br>Probability: medium<br>Impact: high | Notes and information will be stored in a common Dropbox folder. The project managers will try to find the missing information.                                                            |
| 3       | Organizational problems in the realisation of the expected results or completion of tasks.<br>Probability: low                             | The project managers will provide the team with an active support in case of need during the project implementation. Support will be realised through real-time communication. The project |

|   |                                                                                                                                                        |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |
|---|--------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|   | Impact: low                                                                                                                                            | managers will also consult the EACEA in case of doubts or difficulties emerge during the implementation.                                                                                                                                                                                                                                                                                                                                                                                                                       |
| 4 | Delay in the delivery of expected results.<br>Probability: low<br>Impact: medium                                                                       | Project managers will create a shared Gantt to keep up to date all staff members about their own deadlines.<br>They will give feedback and might take extreme measures like official warnings to staff member in case of delays in the achievement or completion of tasks.                                                                                                                                                                                                                                                     |
| 5 | One or more staff member not performing their tasks.<br>Probability: low<br>Impact: medium                                                             | Training Academy will try to understand why the member is not doing his job and will try to assist him/her. In case of failure, we will hire new figure with the same profile and experience.                                                                                                                                                                                                                                                                                                                                  |
| 6 | The integrated EU modules overwhelm the students with the extra hours<br>Probability: low<br>Impact: high                                              | We will work on redistributing the hours on different existing courses, or rework the modules to meet the 62 teaching hours annually and in the same time different student groups study the material.<br>Example: instead of teaching 34 hours to 1 group of OSS students (30 students minimum), we can teach 17 hours to 2 groups of OSS students (each group has 15 students minimum) that way we can meet the annual teaching hours, the minimum target beneficiaries and not overwhelm the students with the extra hours. |
| 7 | Low engagement of target groups or external stakeholders in project activities.<br>Probability: medium<br>Impact: high                                 | Training Academy will act in local level as facilitators providing more information about the project activities and finding new innovative ways to actively involve them in the planning and implementation of the project.                                                                                                                                                                                                                                                                                                   |
| 8 | Failure in achieving the expected "Dissemination plan".<br>Probability: low<br>Impact: medium                                                          | The quality managers will monitor the quantitative outcomes of the promotion carried out by staff members. If expected results are not met, the project managers will define a new dissemination and exploitation plan.                                                                                                                                                                                                                                                                                                        |
| 9 | Coronavirus situation remains as is, with the restrictions on travelling and/or having activities in numbers.<br>Probability: medium<br>Impact: medium | As for the teaching/learning activities, we will do it online without any problem. Training Academy has already developed a platform which we use in online teaching and learning activities.<br>When it comes to the final event, it completely online with bigger number of audiences or will be held outdoors (if the restrictions allow it).                                                                                                                                                                               |

## Annexes

### List of annexes

1. Meetings participation evaluation survey
2. List of participants
3. Event report template
4. Document Control Sheet
5. Rules and templates for official documents

#### Annex 1: Meetings participation evaluation survey

Dear participants,

This is an anonymous survey that will serve as feedback for the Project Management Board Meetings. Your participation is fundamental in order to understand if the meeting has met the expectations, as well as to receive comments about possible improvements and changes.

The survey will be composed of questions where you will be asked to rate your level of satisfaction regarding the meeting, as well as open questions where you are asked to freely provide comments and suggestions.

**Date:**

**Place of the meeting:**

General feedback:

1. From 1 to 5, how satisfied were you with the following aspects? (1 not at all satisfied - 5 completely satisfied):

|                                                      | Not at all satisfied | Rather dissatisfied | Rather satisfied | Satisfied | Very satisfied |
|------------------------------------------------------|----------------------|---------------------|------------------|-----------|----------------|
| Meeting planning                                     | 1                    | 2                   | 3                | 4         | 5              |
| Previous sharing of information and useful documents | 1                    | 2                   | 3                | 4         | 5              |
| Meeting agenda                                       | 1                    | 2                   | 3                | 4         | 5              |
| Time management                                      | 1                    | 2                   | 3                | 4         | 5              |
| Venue and facilities                                 | 1                    | 2                   | 3                | 4         | 5              |
| Discussions and presentations                        | 1                    | 2                   | 3                | 4         | 5              |

2. From 1 to 5, to what extent do you agree with the following sentences? (1 completely disagree - 5 totally agree)

|                                                                              | Completely disagree | Disagree | Neutral | Agree | Totally agree |
|------------------------------------------------------------------------------|---------------------|----------|---------|-------|---------------|
| The agenda of the meeting was clear in tasks and objectives                  | 1                   | 2        | 3       | 4     | 5             |
| The meeting met my expectations                                              | 1                   | 2        | 3       | 4     | 5             |
| The goals of the meeting have been satisfactory achieved                     | 1                   | 2        | 3       | 4     | 5             |
| All the partners showed an attitude for cooperation and collaboration        | 1                   | 2        | 3       | 4     | 5             |
| The methods of working were suitable for the topics and for the participants | 1                   | 2        | 3       | 4     | 5             |

Do you have any suggestions for improving the quality of the meetings?

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Do you have any further comments?

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Thank you!

## Annex 2: List of participants

|                       |  |
|-----------------------|--|
| Name of the event     |  |
| Date                  |  |
| Place                 |  |
| Organizing department |  |

[illegible]



|                                                                                                           |
|-----------------------------------------------------------------------------------------------------------|
| Feedback and comments on the preparation phase (planning, invitation list, etc)                           |
| Feedback and comments on the event (what went well, what could be improved, unexpected risks, mitigation) |

Link to further information: (website, social networks, press articles...):

Annexes: list of participants

# Annex 4 - Document control sheet

|                         |                                                |
|-------------------------|------------------------------------------------|
| <b>Project number</b>   | 101085537                                      |
| <b>Project name</b>     | INtegrating EUropean VALues moduLes in studies |
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| <b>Task related to the document</b>                  |                   |
| <b>Deliverable name and type (report, manual...)</b> |                   |
| <b>Work package number and name</b>                  | WP1: IN EU VALUES |
| <b>Responsible(s)</b>                                |                   |

|                           |  |
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| <b>Due delivery date</b>  |  |
| <b>Date of submission</b> |  |
| <b>Author(s)</b>          |  |

## Annex 5: Rules and templates for official documents

1. Always use the “Co-funded by European Union Logo”, the project logo, and Training Academy logo.
2. Always add the “document control sheet” at the beginning of the document.
3. Use “Arial MT” font, and 11 as font size.

The documents should be organized as follows:

1. In the first 1st page, the headed paper:



# INtegrating EUropean VALues moduLes in studies (IN EU VALUES)

Project 101085537

# Document Title

2. In the 2<sup>nd</sup> page, the Document control sheet:

|                         |                                                |
|-------------------------|------------------------------------------------|
| <b>Project number</b>   | 101085537                                      |
| <b>Project name</b>     | INtegrating EUropean VALues moduLes in studies |
| <b>Project acronym</b>  | IN EU VALUES                                   |
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| <b>Date of submission</b> |  |
| <b>Author(s)</b>          |  |

3. In the 3<sup>rd</sup> page, you should provide a “table of contents”:

## Table of contents

|                           |   |
|---------------------------|---|
| <i>Title 1</i> .....      | 1 |
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| 6.2.1.....                | 7 |
| 4.2.2.....                | 8 |

4. Structure of a document

Generally speaking, the documents produced within the project should present, beyond the aspects mentioned above (frontispiece, control sheet, table of contents), a homogenous structure.

Even if not all the parts presented here are applicable to every document, we will leave a general structure to be followed and adapted, in agreement with the departments.

1. Frontispiece
2. The Document control sheet
3. Table of contents
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