



Promoting Resilience and Employability in uniVersity

PREVIEW

**ERASMUS + Call 2022 Round 1 KA2
KA220-HED - Cooperation partnerships in higher education**

1.1 PREVIEW PROJECT MANAGEMENT HANDBOOK



This Project has received funding from European Union under the Grant Agreement n. 2022-1-IT02-KA220-HED-000088742



Project Acronym	PREVIEW
Grant Agreement number	2022-1-IT02-KA220-HED-000088742
Project Full Title	Promoting Resilience and Employability in uniVersity

DELIVERABLE INFORMATION

Deliverable Number:	1.1 Update
Deliverable Name:	Project management Handbook
Dissemination level:	CONFIDENTIAL
Type of Document:	REPORT
Contractual date of delivery:	30 August 2025
Deliverable Leader:	CNR
WP Leader/ Task Leader:	CNR
Keywords:	Handbook, Communication, Management, Quality assurance
Abstract:	The Management handbook update is a report containing all updates reported in the project management procedures, structure and roles and responsibilities of the parties involved, inclusive of monitoring and evaluation plan and risk management plan.

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Document History			
Version	Date	Contributor(s)	Description
01	15/07/2025	Daniela de Gregorio	Content elaboration
02	31/08/2025	Tommasina Pianese	Content Review

List of acronyms and abbreviations

ACRONYM	Description
AP	Action Point
CA	Consortium Agreement
EC	European Commission
GA	General Assembly
KoM	Kick-off Meeting
PM	Project Manager
TL	Team Leader
ToC	Table of Contents
WP	Work Package
WPL	Work Package Leader

List of beneficiaries

No	Partner Name	Short name	Country
1	CONSIGLIO NAZIONALE DELLE RICERCHE	CNR	IT
2	UNIVERSITA DEGLI STUDI DI SASSARI	UNISS	IT
3	ACADEMIA DE STUDII ECONOMICE DIN BUCURESTI	ASE	RO
4	UNIVERSIDAD DE SALAMANCA	USAL	ES
5	ADI HARGHIDA	ADI HARGHIDA	RO
6	MEDITERRANEAN PEARLS APS	MED PEARLS APS	IT
7	ALTERCONTACTS	ALTERCONTACTS	NL
8	NEVSEHIR HACI BEKTAS VELI UNIVERSITY	NEVU	TR

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Executive Summary

The Management handbook update is a report containing all updates reported in the project management procedures, structure and roles and responsibilities of the parties involved, inclusive of monitoring and evaluation plan and risk management plan.

1. DESCRIPTION OF THE PROJECT

Students graduating today with business degrees will be working in careers yet to be created, and many already in the workforce will transition from collocated to remote work. How do educators, and individuals, prepare them for what lies ahead?

The Project PREVIEW, based also on lessons already learnt in the context of the COVID-19 crisis, aims at overcoming these emerging challenges in working scenario by developing innovative and inclusive pedagogical and apprentice models to be included in the education system. Specifically, through designing a student-centered remote internship journey along with other university and company activities, the Project PREVIEW aims at support the ecosystem actors (students, university tutors and company mentors) in developing and upskilling knowledge and skills according to the new working scenario and organization model occurred by the digital age.

PREVIEW has as its main objective to increase the capacity and readiness of Partners involved, as well as students and universities, and industries staff to manage an effective shift towards digital education required by the organizational changes as consequence of remote working explosion.

The Consortium has identified the tourism and cultural heritage sector as a pilot area. Specifically, the project aims to focus on skills development for remote working to provide students with further employability skills to increase their professional success in a labour market shaped by digital transformation. Despite PREVIEW focuses on the tourism field as piloting action, the project outputs are likely to be easily transferable to other relevant fields.

The Project will support the use of digital technologies for teaching, learning, assessment, and engagement. Particular attention will be given to promoting gender equality and addressing differences in relation to the access and use by underrepresented groups. Furthermore, it addresses the:

1. Development of disadvantaged rural and urban areas, since remote internship could help students from rural areas with economic limitation to live a working experience in interesting and stimulating contexts. To this regards UNISS and ASE are Universities that involve student from these areas. It also could contribute to increased the participation of disadvantaged groups, e.g. students with disabilities;
2. Open and distance learning priority since the project envisages MOOC and innovative ICT-based content, services, pedagogies and practice for internship experiences.
3. New learning and teaching methods and approaches, since the project focuses the development, testing and implementation of flexible learning pathways and modular course design (online and blended) and appropriate forms of assessment, including the development of online assessment and innovative pedagogies model such as collaborative online learning or the use of co-creation approach such Service Design Methodology to design.

1.1. PREVIEW Specific objectives

PREVIEW project main achievement and concrete results are:

1. Design and test a new University curriculum by including innovative Remote Internship.
2. Promoting a smooth shift in the University Partners from the in-person internship program to a virtual program in the fields of tourism and cultural heritage.

3. Involving at least 100 students or graduates (at least 16 of them with economic and geographical limitations) participating in remote internship experiences in the field of tourism and cultural heritage.
4. Providing at least 50 education operators (teachers, trainers, university, and company tutors, etc) with a much higher level of digital skills to usefully manage blended internship experiences as well as blended learning.
5. Involving at least 80 education operators in the Learning activities involving at least 150 students in the MOOC on remote skills
6. Facilitating access to international work experiences despite economic and geographical limitations, disabilities, learning difficulties and disadvantages.
7. Establish a strong partnership among University and Tourism and Cultural Heritage business associations to exchange expertise in different fields and to improve the quality of remote internships.
8. Support enterprises involved in the project in transition to remote working.
9. Improvement of knowledge about new methodologies, tools, and technologies as educational means for supporting teachers and students to develop digital and soft skills and competences.
10. Stimulating virtual forms of collaboration and communication among students, university teachers and company representatives.

2. INTRODUCTION

Deliverable 1.1, the Project Management Handbook, represents how the evolving needs of the project have been met by project and its ongoing implementation.

The project management approach was based on the following principles:

Establishing an integrated project structure that supports partner coordination and aligns with effective business operations;

Reaching a shared agreement among all partners to ensure harmonized and transparent decision-making processes.

Additionally, WP1 safeguards the implementation of key horizontal principles across all work packages, including sustainable development, equal opportunities, non-discrimination, gender equality, and environmental protection. Special emphasis is placed on risk and quality management, as well as the development of a robust financial management system and continuous monitoring mechanisms.

This document is structured as follows:

1. General frame definition

Chapter 1: “Description of the project” – this chapter briefly presents the project;

Chapter 2: “Work Breakdown Structure” – this chapter reminds the Work Breakdown Structure as drawn from the Work Plan;

Chapter 3: “Members and Governance Bodies” – this chapter reminds the list of beneficiaries, as presented in the Consortium Agreement

0. Management organization

Chapter 4: “Management structure and procedures” – this chapter is the core of the document, presenting the management entities and roles and their relationships;

Chapter 5: “Configuration Management” – this chapter presents the configuration management rules. It defines the configuration items that are supposed to be identified within the Consortium and provides rules for identifying those latter. In addition, it details the documentation management rules that apply to the project.

0. Specific Aspects

Chapter 6: “Communication within the Consortium” – this chapter details the communication rules and guidelines for communication with external entities; this chapter details the mandatory rules by INDIRE Agency and EC for communication and dissemination of PREVIEW activities and outcomes with external entities;

Chapter 7 Quality assurance strategy and tools and Milestones and KPIs related to WP1

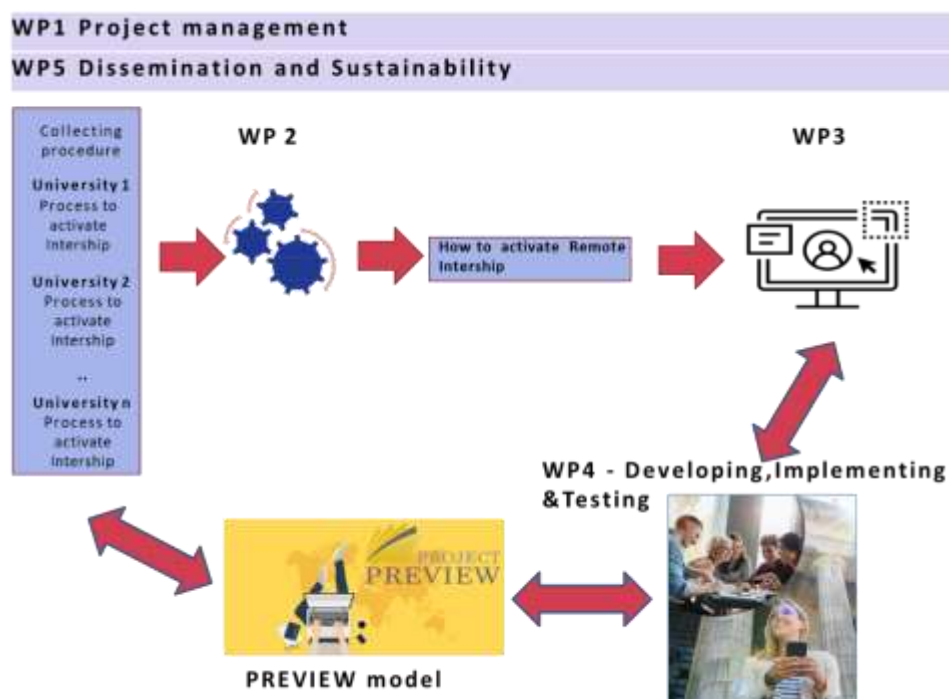
Chapter 8 Risk Management:

Chapter 9 Reporting rules.

2. WORKBREAKDOWN STRUCTURE

All WPs are not meant as isolated research and innovation activities, rather they are all interconnected with outcomes of one feeding into the others, implementing a real transdisciplinary approach. PREVIEW will achieve its objectives and impacts through a stepwise approach, which is based upon 5 stages. The Work Plan is summarized and visualized in Figure 1, which provides an overview of the main building blocks of PREVIEW.

Figure 1: PREVIEW Workbreakdown structure 1



The Work Plan is broken down into 5 Work Packages (WPs):

Table 1: WP Leader list

WP	Title	Duration	WP leader
1	Project Management	M1-M36	Daniela de Gregorio (CNR ISMED)
2	Building the competences for remote work in the academic community of tomorrow	M1-M20	REMUS ION HORNOIU (ASE)
3	PREVIEW LEARNING/TEACHING HUB	M1-M20	Dario La Guardia (CNR ITD)
4	REVIEW model for innovative curriculum with remote internship in higher education	M18 M36	Marcello Atzeni (UNISS)
5	Dissemination and Sustainability	M1-M36	Debora Sanna (Medpearls)

The Scientific Project Coordinator is Tommasina Pianese, the Project manager (PM) is Daniela de Gregorio.

2.1 Task list

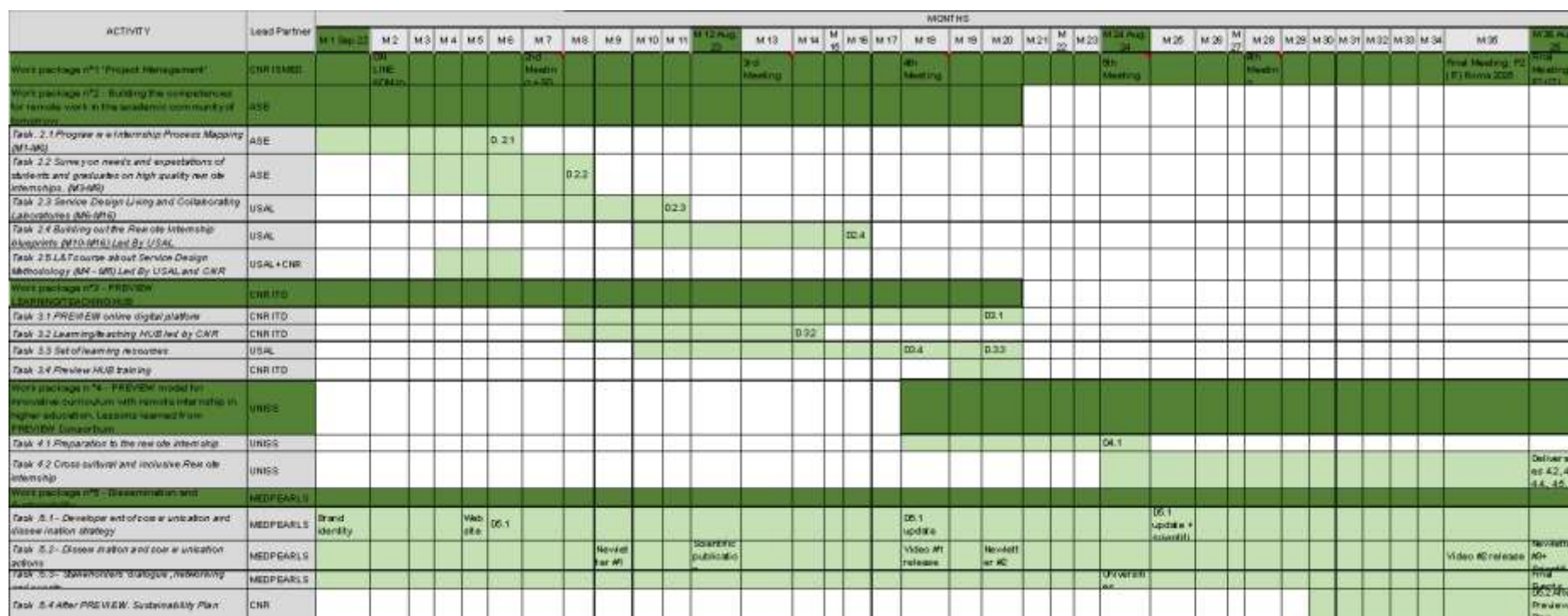
The table below shows the list of PREVIEW tasks, task leaders and starting/ending month

Table 2: Task list and Task leader

MONTH	WP	TASK	Responsible
M1-M36	WP1	Task 1.1 Project management	CNR
M1-M6	WP2	Task. 2.1 Programme Internship Process Mapping	ASE
M3-M8	WP2	Task 2.2 Survey on needs and expectations of students and graduates on high quality remote internships	ASE
M6-M11	WP2	Task 2.3 Service Design Living and Collaborating Laboratories	USAL
M10-M16	WP2	Task 2.4 Building out the Remote Internship blueprints	USAL
M4 - M5	WP2	Task 2.5 L&T course about Service Design Methodology	CNR
M8 – M20	WP3	Task 3.1 PREVIEW online digital platform	CNR
M1- M14	WP3	Task 3.2 Learning/teaching HUB	CNR
M10– M20	WP3	Task 3.3 Set of learning resources	USAL /CNR
M19-M20	WP3	Task 3.4 Preview HUB training	CNR
M18-M24	WP4	Task 4.1 Preparation to the remote internship	UNISS
M24-M36	WP4	Task 4.2 Cross cultural and inclusive Remote internship	UNISS
M1-M36	WP5	T.5.1 - Development of communication and dissemination strategy	MEDPEARLS
M1-M36	WP5	T.5.2 - Dissemination and communication actions	All Partners
M1-M36	WP5	T.5.3 - Stakeholders' dialogue, networking and events	
M31-M36	WP5	T5.4 – Sustainability plan	CNR

The Gantt chart in Figure 2 illustrates the timeline of the different WPs and Task breakdown, as planned in the Action

Figure 2: Preview Gantt

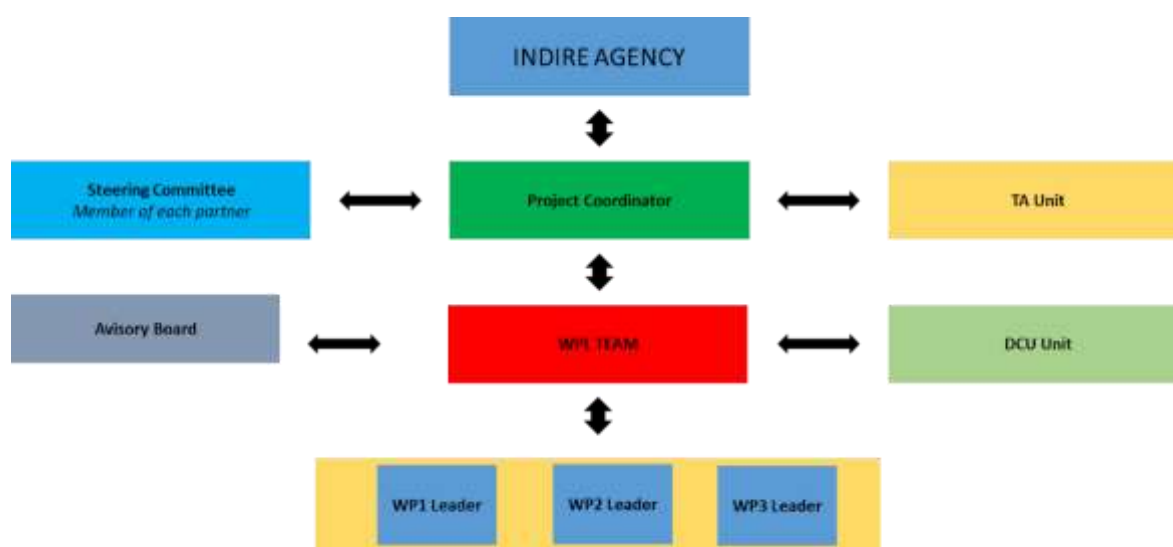


3.MANAGEMENT STRUCTURES AND PROCEDURES

The aim of the project management is to guarantee that the objectives of the project are achieved on time, on budget, and with high quality. The PREVIEW project will be managed with sound and efficient decision-making, execution, and control – and will maximize partner accountability, commitment, involvement, and prospects of success.

The management structure and hierarchy is explained below.

Figure 3: PREVIEW Management structure



The organizational structure of the Consortium shall comprise the following Consortium Bodies:

- **Steering Committee (SMC)** as the supervisory body for the execution of the Project
- **WorkPackage leader Team (WPL Team)** as responsible of the scientific planning and monitoring of the execution of the Project.
- **Advisory Board (AB)** ensures the involvement of end users and stakeholders in the governance of PREVIEW
- **Project Coordinator (PC)** as the legal entity acting as the intermediary between the parties and the Erasmus+ Italian Agency INDIRE . The SC is CNR ISMED

3.1 Members and governance bodies

3.1.1 Steering Committee (SC)

The Steering Committee (SC) is the decision-making body of the consortium and consists of one representative of each party (“Member”) . The SC will monitor the effective and efficient implementation of the project. The Steering Committee will be composed by one representative of each Partner . The chairman of the body will be PhD Tommasina Pianese.

Table 3: Steering Committee members

#	PARTNER	NAMES and SURNAME	Role
0	CNR	Tommasina Pianese	Member
		Daniela de Gregorio	Member
		Dario La Guardia	Member
1	UNISS	Marcello Atzeni	Member
2	ASE	Remus Ion Hornoïu	Member
		Gabriela Tigu	Deputy
3	USAL	Francisco José García Peñalvo	Member
		Ana María Pinto Llorente	Deputy
4	MEDPEARLS	Maria Debora Sanna	Member
5	ADI Harghita	Károly Szabó	Member
		Imola Antal Bartalis	Deputy
6	AlterContacts	Julia Konstantinovna Skupchenko	Member
		Massimo Mercuri	Deputy
7	NEVU	Mustafa Hilmi ÇOLAKOĞLU	
		Kadir ABA	

3.1.2 PREVIEW WP Team

The WP team is composed by the Work package Leader. (WPL) The WPL Team is in charge of the scientific planning and monitoring of the execution of the Project. It is comprised of the work package leaders and the Project coordinators. The Team will be responsible for detailed scientific planning and progress monitoring. It shall implement a progress monitoring procedure, to monitor the timelines for deliverables, milestones and progress reporting. The executive board shall meet regularly, at least every 2 months, generally through web/teleconference, and once per year face-to-face, usually in the framework of the Steering Committee meetings. At every meeting, the Project progress shall be checked and mirrored against the work plan, and Project priorities for the 6 months of the Project duration shall be determined. The members of the WPL team shall maintain regular informal contact among each other and with the participants of their work package. They will report challenges, problems and solutions arising within the work package.

Table 4: WP Leader Team members

WP	NAMES and SURNAME
SC	Tommasina Pianese (CNR ISMED)
1	Daniela de Gregorio (CNR ISMED)
2	REMUS ION HORNOIU (ASE)
3	Dario La Guardia (CNR ITD)
4	Marcello Atzeni (UNISS)
5	Debora Sanna (Medpearls)

3.1.3 The Dissemination and Communication Unit (DCU)

The Dissemination and communication Unit headed by Mediterranean Pearls consists of project internal experts in communication and dissemination activities. The over-arching ambition of the dissemination strategy is to ensure that, by the end of the 3-year timeline of the project, the relevant European and Member State level stakeholder groups will be aware of the results, they will align with and support the project objectives, and engage in its activities on a sustainable basis.

Table 5: Communication team members

#	PARTNER	NAMES and SURNAME	Role
0	CNR	Giancarlo Canitano	Member
1	UNISS	Marcello Atzeni	Member
2	ASE	Remus Ion HornoIU	Member
		Gabriela Tigu	Deputy
3	USAL	Ana María Pinto Llorente	Member
		Sonia Verdugo Castro	Deputy
4	MEDPEARLS	Maria Debora Sanna	Member
		Federica Acciaro	Member
5	ADI Harghita	Zelinda Páll	Member
		Imola Antal Bartalis	Member
6	AlterContacts	Massimo Mercuri	Member
		Julia Skupchenko	Member
7	NEVU	Serkan Şahinkaya	Member
		Burcu Şimşek Yağlı	Deputy

#	PARTNER	NAMES and SURNAME	Role
		Tayyibe Işıl Doğan	Deputy
		Selin Zengin Taşdemir	Deputy
		Muzaffer Toprak Keskin	Deputy

3.1.4 The Technical and Administrative Unit (TAU)

The Technical and Administrative unit headed by a chief administrator from the Project Coordinator CNR consisting of one representative from all the Partners is responsible for financial and administrative accountability consistent with funding requirements.

Table 6: TAU members

#	PARTNER	NAMES and SURNAME
0	CNR	Antonio De Lorenzo
0	CNR	Gabriella di Piazza
1	UNISS	Marcello Atzeni
2	ASE	Remus Ion HornoIU
3	USAL	Lucía García Holgado
4	MEDPEARLS	Maria Chiara Grasselli
5	ADI Harghita	Róbert Biró
6	AlterContact s	Massimo Mercuri
7	NEVU	Mustafa Hilmi Colakoglu

3.2 Communication flow, meetings and reporting

The communication flow between the partners, the Coordinator and the Italian Agency INDIRE follows from the management structure as described:

- The partners will report to the WP Leader, the WP Leader to the SC and the Scientific Coordinator will report to the INDIRE ;
- The Consortium will have regular meetings;

More specifically, in order to ensure clear and efficient project management, regular WP conference calls, project conference calls, project management meetings and plenary meetings will be organized as described in the following paragraphs.

3.2.1 General operational procedures for all consortium bodies

3.2.1.1 Representation in meetings

Any Party that is a member of a Consortium Body (hereinafter referred to as "Member"):

- should be present or represented at any meeting of such Consortium Body;
- may appoint a substitute by presenting or a proxy statement to the chairperson of the Consortium Body in order to attend and vote at any meeting;
- and shall participate in a cooperative manner in the meetings.

3.2.1.2 Preparation and organization of meetings

In order to ensure the quality of the project processes and results, a virtual space of collaboration will be created ad hoc. A calendar of 7 project meetings has been established (1 every 4/5 months) in which the partnership can evaluate and decide by consensus on the actual progress of the activities and on any deviation. At the end of each meeting, a report will be drawn up which will also represent a reminder of the issues addressed and the upcoming deadlines.

3.2.1.3 Minutes of meetings

The chairperson of a consortium Body shall produce written minutes of each meeting which shall be the formal record of all decisions taken. He/she shall send the draft minutes to all Members within 10 calendar days of the meeting.

3.2.1.4 Voting rules and quorum

Each Consortium Body shall not deliberate and decide validly unless two-thirds (2/3) of its Members are present or represented (quorum). If the quorum is not reached, the chairperson of the Consortium Body shall convene another ordinary meeting within 15 calendar days. If in this meeting the quorum is not reached once more, the chairperson shall convene an extraordinary meeting which shall be entitled to decide even if less than the quorum of Members is present or represented. Each Member of a Consortium Body present or represented in the meeting shall have one vote. Decisions shall be taken by a majority of two-thirds (2/3) of the votes cast.

3.3 PREVIEW meeting summary

◆ 1. Kick-Off Meeting

Date: 5–6 October 2022

Format: Online

Description:

The consortium officially launched the PREVIEW project. Partners introduced their institutions, reviewed the overall project goals, and presented initial tasks under WP1, WP2, WP3, and WP5. Discussions included branding, logo development, and early planning for the Erasmus Days event.

◆ 2. Second Project Meeting

Date: 17 January 2023

Format: Online

Description:

Partners reviewed progress on internship process mapping and survey design (Tasks 2.1 and 2.2). The upcoming Service Design course was discussed, and changes to WP2 tasks were proposed to better align with project needs. Communication strategy updates were also shared.

◆ 3. Third Project Meeting

Date: 28 February 2023

Format: Hybrid (Salamanca & Online)

Description:

Financial and budgetary management were clarified. Progress was presented on the learning/teaching hub and survey activities. Communication tools such as the project video and website storyboard were introduced. Emphasis was placed on aligning outputs with project objectives.

◆ 4. Fourth Project Meeting

Date: 26 April 2023

Format: Online

Description:

USAL presented the focus group toolkit to standardize stakeholder engagement. ASE shared updates on the stakeholder survey. A collaborative discussion helped refine the Remote Internship Blueprint (RIB) and associated user personas.

◆ 5. Fifth Project Meeting

Date: 29–30 May 2023

Format: In-person

Description:

Each university partner presented results from their local focus groups. The final version of the RIB was discussed, and a test phase with 4 pilot internships was planned. Updates on the digital platform and project communication were also shared.

◆ 6. Sixth Project Meeting

Date: 16 June 2023

Format: Online

Description:

The focus was on coordinating and aligning focus group implementation across partners. USAL led a detailed walkthrough of data collection, anonymization, and analysis procedures. Final deadlines for transcript translation and coding were confirmed.

◆ 7. Seventh Project Meeting

Date: 8 November 2023

Format: Online

Description:

Partners discussed key WP2 and WP3 activities. Survey and focus group results were summarized, and plans for the pilot internships were finalized. The need for sustainability and practical features of the platform was highlighted, including gamification and support tools.

◆ 8. Eighth Project Meeting

Date: 18 March 2024

Format: Online

Description:

Survey (Deliverable 2.2) and focus group (Deliverable 2.3) findings were presented. The consortium discussed the pilot internships' successes and challenges. Feedback informed platform design and upcoming WP4 activities targeting inclusive internship models.

◆ 9. Ninth Project Meeting

Date: 29–30 May 2024

Format: In-person (Bucharest, Romania)

Description:

The consortium reviewed recruitment strategies for students and host organizations for the next internship cycle. The PREVIEW platform was presented with practical use cases. WP5 updates covered dissemination strategies and planning for Erasmus Days and future events.

◆ 10. Tenth Project Meeting

Date: 1 October 2024

Format: Online

Description:

Partners shared progress on MOOC development and the ongoing recruitment for internships. Dissemination actions for the Erasmus Days and upcoming events in Rome, Turkey, and Sassari were discussed. The consortium began preparations for the final conference in 2025.

11. Eleventh Project Meeting

Date: 22 November 2024

Format: Online

Description :

Defined structure of task-based internships. MOOC completion and assessment tools discussed. Platform walkthrough and next steps for evaluation tools set.

◆ 12. Twelfth Project Meeting

Date: 24 January 2025

Format: Online

Description:

Updated on internship KPIs, MOOC translations, and evaluation templates for students and companies. Planning of project videos and partner support materials.

◆ 13. Thirteenth Project Meeting

Date: 2–3 April 2025

Format: Hybrid (In-person & Online)

Description:

Partners shared updates on ongoing internships and student participation. Platform improvements suggested. KPIs, MOU updates, and preparation for the final Palermo event in July 2025 were discussed. Partners also considered potential scientific dissemination via conference papers.

4. CONFIGURATION MANAGEMENT

4.1 Identifying document items

Any document produced by a participant that should be shared among participant shall be identified by a unique reference made of:

- project Acronym;
- document ID: is used to uniquely identify a document within PREVIEW project;
- version number: is used to identify the different stages of the document.

e.g. <Project Acronym>_<Document ID>_<DocumentVersion>

This includes (but not limited to):

- all deliverables;
- all calling notices and minutes of meetings;
- all WP reports;
- all technical notes;
- presentations made at the meetings.

The <Document ID> labelling convention will be:

- DEL + Project deliverable number: deliverable;
- TRP: Technical Report;
- MEM: Memorandum;
- MOM: Minutes of Meeting;
- PPT: Presentation;
- MNGT: for all management related documents;
- DISM: for all dissemination relation documents;
- OTHR: for any other document that doesn't fit into one of the types described above.

The **document file name** will be take the following form:

1. first include indicate the date (year_mm-dd) of issue 2022_02_15
2. the project acronym:
2. be descriptive of the contents of the document/file as indicate before
3. include the short name of the partner that has created/last modified the document/file
4. The <DocumentVersion> is made of the draft number of the document e.g. "Version 1.0".

All documents start with a first version called "Version 1.0". Following versions are Version 2.0, Version 3.0... up to the approval. The approved document then becomes "FINAL".

i.e.2022_01_15_PREVIEW_WP2_PPT_1:_v01”,

It is possible to add the Partner name: i.e.2022_01_15_PREVIEW_WP2_PPT_ASE_v01: The final version will be PREVIEW_WP2_PPT_UNISS or PREVIEW_WP2_PPT_UNISS.

In case of deliverable it might be that update versions of the same deliverable have been scheduled. In this case It will name the version with the label v1, v2 etc..

When suggesting changes to a document, the use of the track changes feature in Word is highly recommended and requested to assist the document author/owner.

0. COMMUNICATION WITHIN THE CONSORTIUM

The normal means of communication will be the e-mail, conference calls, calls, depending on the urgency and the kind of the communication.

5.1 Emailing rules

All email sent to partners must be virus-safe.

In order to ease e-mail management and automatic filtering, it is suggested to use standardize message as follows:

- the name of the project (PREVIEW))
- the number of the WP to which the communication is related (i.e. WP2)
- or an indication of the overall matter, among:

As examples:

Subject: PREVIEW.WP1.Deliverable iter

The following rules should be applied:

- use “to” for persons having to complete an action, and “copy” for persons having to know, but without having to complete an action;
- avoid attachments as much as possible;
- avoid as much as possible the “reply to all”;
- do not mix two topics in one email:=> One email per topic;
- when you reply to an email, don’t add another subject => Create another email with a relevant subject name;
- when using a past email to obtain the list of recipient do not forget to change the subject;
- if you have no answer from a partner to an important email => Be proactive (call until you succeed)!;
- ensure your email reach the recipients (e-mails can be removed due to spam filters);
- use the auto-reply messages when you are out of the office for some days.

5.3 PREVIEW Repository

A Google Drive folder has been set up for the archive, at the beginning of the project, of all versions of the documents produced (e.g. deliverables, reports, etc.) Partners receive emails about updates and comments regarding the documents they are working on, ensuring a transparent way of working.

6. GUIDELINES FOR COMMUNICATION WITH EXTERNAL ENTITIES

6.1 Guidelines for Dissemination of Results

The European Commission has published two guides aimed at beneficiaries of European funding, to refer to in order to be able to communicate effectively and correctly the projects and the results of the actions financed by the Erasmus+ Programme 2021-2027. The first publication is *How to communicate your project*, a guide structured in five sections (planning; creation of a visual identity; story of the project; sharing of results; evaluation of the strategy adopted) which, step by step, explains in detail all the actions to follow. The second publication is *Communication and visibility rules*, a manual with useful rules to ensure maximum visibility for European funding.

According to the Article II.8 of the PREVIEW IT02-2021 General conditions-multibeneficiary visibility of union funding of the about Information on Union funding and use of the European Union emblem, the Commission requests or agrees otherwise, any communication or publication made by the beneficiaries jointly or individually that relates to the action, including at conferences, seminars or in any information or promotional materials (such as brochures, leaflets, posters, presentations, in electronic form, etc.), must indicate that the action has received funding from the Union; and display the European Union emblem.

When displayed in association with another logo, the European Union emblem must have appropriate prominence.

The obligation to display the European Union emblem does not confer on the beneficiaries a right of exclusive use. The beneficiaries may not appropriate the European Union emblem or any similar trademark or logo, either by registration or by any other means.

All implementing partners must be aware that:

1. All their dissemination and exploitation actions are consistent with the Union's values and priorities and with other EU-related communication activities and events.
2. Any communication, publication or output resulting from the project, made by the beneficiaries jointly or individually, including at conferences, seminars or in any information or promotional materials (such as brochures, leaflets, posters, presentations, etc.), must indicate that the project has received European Union funding.

The EU emblem is the default visual brand used to acknowledge and advertise the Union's financial support and no other visual brands may be used for this purpose.



The PREVIEW dissemination plan (Deliverable D5.1) will elaborate on the rules and formats for communication and dissemination activities according to guidelines and rules regarding the uses

of logos and templates (including the PREVIEW logo) to ensure consistency and uniformity in the visual identity of the project.

6.1.1 Disclaimer

The content of this [deliverable/report/poster/brochure/etc] reflects only the author's view. The European Commission and INDIRE are not responsible for any use that may be made of the information it contains.

6.1.2 Acknowledgement

PREVIEW has to be cited in the metadata and acknowledged within the publication as This Project has received funding from European Union under the Grant Agreement n. 2022-1-IT02-KA220-HED-000088742

7.QUALITY ASSURANCE STRATEGY AND TOOLS

7.1 Milestones, Key Performance Indicators and Timing

Below is the list of milestones to be pursued, with an indication of the task to which they refer, the Key Performance Indicators (KPI) expected and the reference deadline.

Table 7: task and KPIs related.

WP	TASK	Responsible	Deadline	Objective, quantitative, and measurable indicators
WP1	Task 1.1 Project management	CNR	M3	6 PM Meeting, 1 remote meeting each 15 days, respect deliverable deadlines (gantt), creation of the platform for financial control (budget)
WP2	Task. 2.1 Programme Internship Process Mapping	ASE	M6	Internship programme Paths in Partners countries and out of consortium
WP2	Task 2.2 Survey on needs and expectations of students and graduates on high quality remote internships	ASE	M8	The Survey will cover 20 European Countries. At least 250 students and graduates from all over European countries will join the survey on Expectations about Remote Internship programs. At least 150 administrative and scientific staff as well as HR manager and specialist will join the Survey on benefit about Remote Internship. So we should collect 400 questionnaires all over Europe
WP2	Task 2.3 Service Design Living and Collaborating Laboratories	USAL	M11	4 Laboratories composed by 6/7 stakeholder representatives for each University , other partners context 5 meetings for each Laboratory (FOCUS GROUP)
WP2	Task 2.4 Building out the Remote Internship blueprints	USAL	M16	4 Remote Internship Journey map about the process that student and graduate go through in order to make the internship 4 Service Design Blueprint that display the entire process of Internship delivery, by listing all the activities that happen at each stage, performed by the different roles involved

WP2	Task 2.5 L&T course about Service Design Methodology	USAL, CNR	M5	30 hours of course about Service Design Methodology to be held in Salamanca (ES)
WP3	Task 3.1 PREVIEW online digital platform	CNR	M20	N.1 Handbook for the use of the PREVIEW HUB
WP	TASK	Responsible	Deadline	Objective, quantitative, and measurable indicators
WP3	Task 3.2 Learning/teaching HUB	CNR	M20	N. 1 teaching Hub (on line working environment)
WP3	Task 3.3 Set of learning resources	USAL /CNR	M16	5 MOOC developing Remote working skills and competences
WP3	Task 3.4 Preview HUB training	CNR	M18	A MOOC environment Serious Games and Simulation Games an e-assessment services to evaluate student progress
WP4	Task 4.1 Preparation to the remote internship	UNISS	M24	Involvement of 90 students and 50 education operators (teachers, trainers, university and company tutors, etc) in the MOOC course developed in WP3 100 evaluation and quality questionnaire
WP4	Task 4.2 Cross cultural and inclusive Remote internship	UNISS	M36	N. 50, even crossed among the University partners, remote internship experiences for students and graduates, part of them (at least 8) with economic and geographical limitations, learning difficulties . Each University will manage internships for a total of 90 students and graduates and 50 HR manager and professionals. 90 Openbadge released by CNR with Universities. 90 Evaluation and assessment report accordance Kirkpatrick model
WP5	T.5.1 -D&C and dissemination strategy	MEDPEARLS	M6/M36	PREVIEW dissemination kit (brochures, flyers, banners, presentation templates, report templates, event promotion flyers template),PREVIEW Brand Identity ,PREVIEW Project website,PREVIEW Social

				channel
	T.5.2 - Dissemination and communication actions	All Partners		"Videos, Podcast and YouTube. Scientific articles concerning the results obtained through the project 3 Newsletters
	T.5.3 - Stakeholders' dialogue, networking and events			Deliverables 1 Kick Off Meeting by CNR 2 Conferences M18 and M36 by CNR, 4 Workshops organized by universities 6 participation in events of other consortia
WP5	T.5.4 After PREVIEW. Sustainability Plan	CNR	M36	Participants, Registration, Qualitative surveys etc, Stakeholder engagement index etc

7.2 Deliverable quality procedure

The PREVIEW deliverables are classified in 5 different types:

- Report
- Websites, patents, filling, etc.
- Ethics
- Other

A template for all deliverables has been produced and is available on the project Repository.

The template already provides the following general structure to be maintained and followed:

Cover page – containing the mandatory EU, INDIRE and PREVIEW visibility information as well as the Delivery Title, Delivery Number, Lead beneficiary, Type, Work Package Title, Work Package Number, Dissemination level

- Table of Contents
- Introduction
- Core part
- References
- Annexes (optional)

PREVIEW Quality strategy designed a Deliverable review and approval procedure for technical deliverables.

The Project Coordinator will inform the Consortium of the upcoming deliverables that are due within 2 months from communication.

The Deliverable Leading beneficiary identified in the Proposal and reported in the deliverable monitoring table is responsible for the preparation, editing and quality of a deliverable.

A review process is a key step in the preparation of the deliverable in order to guarantee that the result is up to the appropriate standard.

The Consortium will identify one internal reviewer for each deliverable among those people and partners who have not been part of the core team developing the deliverable.

The leading beneficiary will share the deliverable final draft with the appointed reviewer once ready, 3 weeks before the due date at latest. Then, the reviewer is in charge of a thorough check of the deliverable, making sure that the following quality criteria are respected:

1. Content

Information provided in the deliverable must be reliable and must correspond to reality. All background information must be supported by references; foreground must be supplied in clear statements and supported by evidence as much as possible (supporting data, measurements, comparisons etc.). Clarity is fundamental in order to avoid misinterpretation.

2. Accuracy

Content of deliverables must be focused on the scope of the deliverable and present the key facts and issues. The content must include all the necessary information to enable verifications by readers and to be well understood by the specific target addressees.

3. Quality of presentation

The Deliverable follows correctly the formatting rules and templates of the project. English grammar rules are correctly applied and the text is easy to read and understand.

Any comments or modifications should be provided using the track-changes features and adding the reference to the review author or its affiliation in the file name (e.g. PREVIEW_D1.1_ProjectAndQualityPlan_v0.6_revUSAL).

Within one week from receipt, the reviewer should respond via email to both leading beneficiary and Project Coordinator indicating whether the deliverable is ready for submission or revisions are required.

Once the deliverable has been approved and finalized, the Project Coordinator will upload to the Google drive folder and inform the consortium via email. The responsibility for the content of each deliverable is always with the author(s).

Some reports are not required to be evaluated (NA i.e. not available) considering administrative content.

Table 8: List of deliverables

WP	Responsible	Deliverables	Type	Deadline	Review
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WP1	CNR	Deliverable PM Handbook	Report	M3	NA
WP2	ASE	Deliverable 2.1 Programme Internship Process Description in PREVIEW Partner Countries	Report	M6	NA
WP2	ASE	Deliverable 2.2 Going virtual: how European students and graduates imagine their future internship program	Report	M8	CNR
WP2	USAL	Deliverable 2.3 Internship Remote Blueprints	Report	M11	CNR
WP2	USAL	Deliverable 2.4 Guide for a Successful Internship Programme	Report	M16	CNR
WP2	USAL, CNR	Deliverable 2.5 Report on L&T course about Service Design Methodology	Report	M5	NA
WP3	CNR	Deliverable 3.3 PREVIEW Learning Resources	Report	M20	CNR
WP3	CNR	Deliverable 3.1 PREVIEW Learning/Teaching HUB by CNR	Websites, patents, filling, etc.	M20	All Partners
WP3	USAL	Deliverable 3.2 PREVIEW Learning/teaching HUB Resources	Other	M16	CNR ITD
WP3	CNR	Deliverable 3.3 User Guide	Report	M18	NA
WP4	UNISS	Deliverable 4.1 Preparation Remote Internship report that will be a tool kit that supports all the people involved in a remote internship program	Report	M24	CNR
WP4	UNISS	Deliverable 4.2 PREVIEW Report on Remote Internship experience in Italy led by UNISS Deliverable 4.3 PREVIEW Report on Remote Internship experience in Spain led by USAL Deliverable 4.4 PREVIEW Report on Remote Internship experience in Romania led by ASE Deliverable 4.8 PREVIEW Report on Remote Internship experience in Turkey led by NEVU Deliverable 4.6 Report about the level of digital skill developed led by	Report	M36	UNISS except 4.2 by NEVU

		UNISS Deliverable 4.7 Guide for the implementation process of Remote Internship led by UNISS			
WP5	MEDPEARLS	Deliverable 5.1 C&D plan	Report	M6/M36	AlterContacts
WP5	CNR	Sustainability Plan report	Report	M36	Medpearls

7.3 Other management monitoring tools

The following monitoring tools have been designed by the coordinator with the purpose to collect the necessary information to draw up the official interim and final reports to the European Commission, and monitor the progression of activities against the workplan.

7.3.1 WP result reports template

In line with the requirement of reporting to the INDIRE, each WP leader is required to fill out a report at the end of their WP, to be ready for the Mid-Term and Final Report. The WP result report template is available in the shared folder.

7.3.2 Meeting minute template

After each meeting, minutes are prepared, including a brief description of the attendees' speech, upcoming deadlines, future activities and results. This template is available on the shared folder.

Attendance Sheet template

At each meeting or event, participation of participants are recorded. This template is available on the shared folder.

8 .RISK MANAGEMENT

In PREVIEW the recognition of risks is considered as an integral part of the project management, in order to anticipate situations that can affect the normal progress of the project. The diversity and complexity of the potential problem and the trans-disciplinary nature of the consortium, increase the number of challenges that may cause issues in the project execution lifecycle.

However, all these issues will be resolved by exploiting the accumulated project implementation experience of the partners and by applying a well laid-out management scheme. Potential risks and related risk mitigation measures have been identified and elaborated since the proposal phase. In this chapter, the risk management procedures in PREVIEW are thoroughly described.

Risk management will be based on the following risk management process.

Figure 4: Risk management chain



1. Risk Planning is concerned with identifying risk management procedures and responsibilities. It occurs as part of the proposal preparation phase.
2. Risk Identification is about uncovering risks before they turn into problems. Like risk planning, risk identification is an iterative process. The first phase of risk identification takes place during the proposal phase. Further risk identification will take place when the project starts, as well as repeatedly throughout the project. Participants in risk identification include subject-matter experts, WP leaders, project management and team members. Risk identification techniques used comprise pre-existing checklists and brainstorming activities. A risk statement involves the conditions that are causing concern for a potential loss to the project, followed by a brief description of the potential consequences of these conditions. Unless a risk is written down, there is a good chance that it will not be managed. Project-specific risks that can be identified at this stage are detailed below.
3. Risk Analysis is the most detailed phase of the risk management process. It involves evaluating the risk attributes and prioritizing (ranking) the risks. Evaluating the attributes of a risk involves establishing values for probability (the likelihood the risk will occur) and the impact (in terms of significance for the project).
4. Risk Response is the process of deciding what should be done with a risk and answers two key questions: (a) who owns the risk (responsibility) (b) what can/should be done (scope/actions). The range of response actions is:

Delegate: Risk is internal to the project.

Research: Means investigating the risk until enough is known to be able to decide what to do. Research can range from making a few phone calls to conducting a detailed review of risk drivers.

Transfer: Risk is an external one to the project. Resources and knowledge outside of the project are better able to manage the risk. Transfer implies the ultimate accountability, responsibility and authority to expend resources. Transfer requires acceptance of the risk by the receiving party.

Accept: Do nothing. Handle the risk as an issue if it occurs. No further resources are expended in managing the risk. These are usually risks that are not significant enough to justify any expenditure. Acceptance will include developing a contingency plan to execute should a risk occur. The most usual acceptance response is to establish a risk contingency, or reserve, including resources to use should the risk become a problem.

Mitigate: Eliminate or reduce the risk by reducing the impact, reducing the probability, or shifting the timeframe when action must be taken.

Risk monitoring and control refers to the process of continuously identifying risks and establishing the best methods of dealing with those risks. Risk monitoring and control begins at the start of projects when all potential and known risks are identified, and then just as importantly, continues throughout a project as those initial risks are continuously tracked while new risks are also identified as work continues, changes and progress.

8.1 Contingency Plans and Risk Mitigation Measures

Risk analysis and contingency planning were effectively implemented during the course of the project, enabling the timely and appropriate resolution of the challenges encountered."

In green color we have underline the Risk occurred and the mitigation measure applied.

Table 16: PREVIEW Contingency plan

Number	Risk	WP	Likelihood	Impact	Mitigation measure	Risk category
R1	Partners dropping out from the consortium	WP1, WP2, WP3, WP4, WP5,	L	H	Thanks to the proposed system's modular architecture, the partner's tasks can be transferred and led by a replacement partner. Intermediate stages: the project can progress towards its goals and the partner's tasks can be carried out by the remaining partners, since the consortium partners have complementary expertise.	Cost/Budget, Schedule, Quality
R2	<u>Consortium partners underperform in assigned tasks</u>	<u>WP1, WP2, WP3, WP4, WP5</u>	<u>L</u>	<u>M</u>	<u>Ensure that all partners are aware of what is expected of them and the set success metrics. Perform periodical quality checks on deliverables. Engage all partners in regular</u>	<u>Cost/Budget, Schedule, Quality</u>

					(online, face-to-face) meetings to ensure that emerging issues are detected early and corrected.	
R3	Delays in deliverables	WP1, WP2, WP3, WP4, WP5	M	M	Systems in place to monitor partner activities and progress on deliverables (including regular reports/feedback sessions). If one particular Pilot/or component fails to be delivered, a replacement could be easily found from the list of potential collaborators.	Quality
R4	Insufficient human resources	WP1, WP2, WP3, WP4	L	H	Precise financial forecasting. All partners were provided with adequate time to study their budget allocation beforehand and commit to it. Consortium will analyze possible mismatch and compensate in other areas.	Schedule
R5	Budget constraints/ Unrealistic expectations	WP1, WP2, WP3, WP4, WP5	L	M	Precise financial forecasting. All partners were provided with adequate time to study their budget allocation beforehand and commit to it. Consortium will respond, and compensate in other areas.	Cost/Budget, Schedule, Quality
R6	Underestimation of the required effort	WP1, WP2, WP3, WP4, WP5	M	H	Monitor the planned versus actual effort per task. Early warning in quarterly status reviews. Timely team reinforcement.	Cost/Budget, Schedule, Quality

R7	Not enough participants in the capacity building and knowledge sharing activities.	WP2, WP5	H	H	Information actions must start from Month 1. Alternative groups should be identified and considered.	Quality
R8	Attendance at dissemination activities/events is low	WP5	H	M	Ensure activities are planned and advertised well in advance to allow the attendance of key players.	Quality
R9	Low engagement of representatives of external stakeholders in the consortium	WP5	H	L	Ensure activities are planned and advertised well in advance to allow the attendance of key players. Lists of potential representatives have been already declared their interest through letters of support.	Quality
R10	Difficulties in engaging in the project activities SMEs, other stakeholder.	WP2/ WP4	H	L	Activation of communication and outreach strategies upon the project approval to reach out and engage potential participants (e.g., social media campaigns, newsletters, traditional media, presentations during relevant events).	Quality Schedule
R11	Difficulties to collect data and best practice.	WP2	H	L	Multiple/alternative datasets to be identified. Data collection by all partners.	Quality, schedule
R12	Impossibility to implement face-to-face project activities, due to external conditions	WP2, WP4	M	L	To respond to external conditions (e.g., COVID-19 pandemic) impeding in-person implementation, a virtual scenario for the project activities was prepared, with possible tools and an action plan for	Quality

					adapting the activities to virtual environments.	
R13	Difficulties in engaging students in the project activities.	WP2, WP4	M	H	Activation of communication and outreach strategies upon the project approval to reach out and engage potential participants (e.g., social media campaigns, newsletters, traditional media, presentations during relevant events).	Quality, schedule
R14	Delays in collecting HUB resources	WP3	M	L	Multiple/alternative resources to be identified. Data collection by all partners.	Quality, Schedule
R15	Users could have a lack of knowledge of new technologies and services possibilities.	WP3	M	M	An iterative user requirements analysis and refinement process with early prototypes of the architecture of services will be carried out.	Quality, Schedule
R16	Lack of acceptance of the workflow solutions offered by PREVIEW HUB	WP3	M	M	Activation of meeting, workshop dedicated to reach out , engage and train potential participants.	Quality

9. PREVIEW INTERNAL REVIEW AND REPORTING

9.1 Reporting, requests for pre-financing payments and interim reports

By 1st November 2023 the coordinator must submit a progress report on the implementation of the Project, covering the reporting period from the beginning of the implementation of the Project specified in Article I.2.2 to the date of the progress report submission. By 30th April 2024 or once at least 70% of the first pre-financing payment has been used to cover costs of the Project, the coordinator must submit a request for second pre-financing and an interim report on the implementation of the Project, covering the reporting period from the project start date as specified in Article I.2.2. to the date of the interim report submission. If at the end of the reporting period, the statement on the use of the pre-financing shows that less than 70% of previous pre-financing payments paid has been used to cover costs of the project, the further pre-financing shall be reduced by the difference between 70% threshold and the amount used.

Without prejudice to Articles II.24.1 and II.24.2 and following approval of the report by the NA, the NA must pay to the beneficiary the further pre-financing payment within 60 calendar days on receipt of the interim report.

9.2 How costs are reported in PREVIEW

In Erasmus+ projects funded under the **lump sum model**, beneficiaries are **not required to submit proof of actual costs** (e.g., invoices, receipts, timesheets). Instead, funding is based on the **achievement of project results and objectives** as outlined in the approved application.

Reporting focuses on:

- **Interim and final reports** describing activities carried out under each Work Package (WP);
- **Quantitative and qualitative indicators** to measure the extent to which objectives were met;
- A **quality assessment** carried out by the National Agency (e.g., INDIRE in Italy), which assigns a score to each WP;
- Based on this score, the allocated lump sum may be **fully confirmed** or **partially reduced** if objectives are not sufficiently met.

Although no financial documentation needs to be submitted with reports, for PREVIEW beneficiaries have been asked to **retain supporting documents** that prove the activities took place and are consistent with the project goals, in case of audits or checks.

Personnel costs

- Employment contracts or service agreements
- Job descriptions or task assignment letters
- Internal appointment letters for project roles
- Time allocation statements or simplified timesheets (optional but recommended)

Travel and mobility

- Travel itineraries and tickets (flight/train)
- Boarding passes or check-in confirmations
- Hotel invoices
- Meeting attendance lists
- Agendas or minutes proving the activity occurred

Purchase of services or goods

- Service contracts or purchase orders
- Supplier invoices
- Proof of payment (bank transfers)
- Deliverables from contractors (e.g., reports, materials, translations)
- Documentation showing selection criteria or procurement procedures (if applicable)

■ Project results and implementation

- Minutes of meetings
- Learning materials, tools, or course content produced
- Evidence of dissemination activities (e.g., event photos, recordings, web posts)
- Screenshots or links to digital platforms or tools created

These documents are **not submitted** but must be **stored and available** on Google drive in case of checks, audits, or quality assessments. Beneficiaries are free to choose the most appropriate way to demonstrate that the project was implemented as planned and with the intended quality.

10. CONCLUSION

The Project Management Handbook **defined** how the project objectives were executed, monitored, and controlled throughout the project period. It established a clear project management structure, outlining the roles and responsibilities of all individuals involved in the PREVIEW project.

The deliverable **described** the procedures that needed to be applied by the PREVIEW Consortium to ensure high-quality project results and effective risk management. To support these processes, required project templates were developed, including agendas, attendance sheets, meeting minutes, presentation formats, and peer review evaluation forms.

More specifically, the document **served to**:

- Guarantee adherence of work to the overall project plan, allocated resources, and timelines;
- Monitor risks and conduct quality assessments of project progress, outcomes, and impact;
- Ensure effective coordination of activities and consistent communication with INDIRE representatives.

The document was periodically updated following each project review, incorporating new information, and revised versions were released accordingly.