

PERSONAL INFORMATION

Aggelos K. Kavasakalis



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[https://scholar.google.com/citations?hl=en&user=He608bQAAAAJ&view_op=list_works&gmla=AJsN-](https://scholar.google.com/citations?hl=en&user=He608bQAAAAJ&view_op=list_works&gmla=AJsN-F5r9oHPeCaoS7v1m4AqGELdGQZggibtieNzsNbWJtju_36nG6qw14eNESfXi20-BcyPCNbb9NJd0X_DMxUxvDTIvszvhg)

[F5r9oHPeCaoS7v1m4AqGELdGQZggibtieNzsNbWJtju_36nG6qw14eNESfXi20-BcyPCNbb9NJd0X_DMxUxvDTIvszvhg](https://www.linkedin.com/pub/aggelos-kavasakalis/8b/b75/32b)

<https://www.linkedin.com/pub/aggelos-kavasakalis/8b/b75/32b>

<https://upatras.academia.edu/AggelosKavasakalis/>

Sex Male | Date of birth 10/04/1970 | Nationality Greek

CURRENT POSITION

Assistant Professor, Department of Education and Social Work, University of Patras, Greece

Subject: Life-long learning policies

RESEARCH AND ACADEMIC EXPERIENCE / WORK EXPERIENCE

ACADEMIC and RESEARCH EXPERIENCE

02/2021 - today

Assistant Professor, University of Patras

Assistant Professor of lifelong learning policies, Department of Education and Social Work, University of Patras.

- Undergraduate programme
- Interinstitutional Master "Higher Education Policy: Theory and Praxis" (<http://mahep.upatras.gr/>). Coordinator of the Thematic Unit: "Quality Assurance in Higher Education".

Sector Higher Education, University of Patras

10/2017 – today

Adjunct Academic Staff, Hellenic Open University

Hellenic Open University, School of Humanities, Master Programme: "MSc in Education" (2017-18)

- Tutor of the Thematic Unit: "Management of educational organizations"
- Supervisor of Master Thesis at the Master Programme: "MSc in Education".

Hellenic Open University, School of Humanities, Master Programme: "Master's in Adult

Education M.Ed.” (2018-today)

- Tutor of the Thematic Unit: “Management of educational organizations – Education Leadership”

Supervisor of Master Thesis at the Master Programme: “ Master's in Adult Education M.Ed ”.

Sector Higher Education, Hellenic Open University

02/2018 – 02/2021 Visiting lecturer, University of Patras

- University of Patras, Department of Primary Education, visiting lecturer at the undergraduate programme (2017-18 and 2018-19)
Tutor of the Courses: “Education Policy Networks”, “Comparative Education” and “Lifelong learning policies”
- University of Patras, Department of Education and Social Work, visiting lecturer at the undergraduate programme (2019-20 and 2020-21)
Tutor of the Courses: “Social Policy Networks”, “Comparative Education” and “Lifelong learning policies”

Sector Higher Education, University of Patras

01/2016 – 02/2021 Visiting lecturer, University of Patras

University of Patras, Department of Primary Education, Interinstitutional Master “Higher Education Policy: Theory and Praxis” (<http://mahep.upatras.gr/>)

- Member of the working group for the creation of the Study Program and the preparation of the Thematic Units (*since January 2016*).
- Coordinator of the Thematic Unit: “Quality Assurance in Higher Education”.
- Visiting lecturer (*since September 2016 - 2020*) on subjects in the Thematic Units:
 - Governance and Management in Higher Education; The Educational dimension of the mission of Higher Education: Teaching and learning; The Research dimension of the mission of Higher Education: Research and Higher Education; Quality Assurance in Higher Education.

Sector Higher Education, University of Patras

11/2017 – today Adults’ Educator, University of Patras, Training Center

Adults’ educator on a programme at the Training Center of the University of Patras.

Sector Professional Training – University of Patras

06/2021 – 06/2023 Scientific Coordinator of the project "MEDIKOS Program - Support of Newly Appointed Faculty Members"

Scientific Coordinator of the project "MEDIKOS Program - Support of Newly Appointed Faculty Members". Duration 24 months.

Sector Higher Education, University of Patras

- 05/2021 – 04/2022** **Member of a research team in the framework of the project "Open Academic Electronic Textbooks - Kallipos+"**
 Member of the Research Team for the writing of a book entitled: "Educational Institutions and Programs: Organization, Design, Monitoring and Evaluation".
 Sector Higher Education
- 03/2020 – 06/2021** **Member of a research team in project of the Act "Support for researchers with emphasis on young researchers - cycle B" of the O.P. "Human Resources Development, Education and Lifelong Learning"**
 Theme of the research project: "Conditions for successful attendance at university: getting into the mind of the student".
 Sector Higher Education, University of Patras
- 12/2013–11/2015** **External scientific partner of Hellenic Quality Assurance and Accreditation Agency (HQA)**
 Hellenic Quality Assurance and Accreditation Agency (HQAA) (<http://www.adip.gr/>)
- Organize and support of the Institutional external evaluation processes,
 - Support and strengthen of Quality Assurance and Accreditation processes in Higher Education,
 - Assist of the work of the Institutional External Evaluation Committees and preparation of Accreditation Procedures of Programs Studies of Higher Education Institutions,
 - Working for the completion of the procedures of the external evaluations of University Departments for the purposes of the Project: 'Development of a national evaluation system, quality assurance of education and promoting social inclusion,
 - Enrichment of the Registry held by HQA of external experts with leading scientists from foreign HEI who are experts in quality assurance and accreditation processes
- Sector Independent Authority – Ministry of Education
- 2020 - today** **Member of the Editorial Team of Scientific Journals**
- *Academia*
 Published by the Higher Education Policy Network
 (2020 – today)
- Sector Higher Education
- 2011 – today** **External Reviewer in International Journals**
 Reviewer in International Scientific Journals of Education and Educational Policies
- *Studies in Higher Education*
 Published by Rutledge on behalf of the SRHE

Reviewer during the years: 2011, 2012, 2014, 2015, 2016, 2017

▪ *Academia*

Published by the Higher Education Policy Network

Reviewer during the years: 2012, 2013, 2014, 2015, 2016

Sector Higher Education

WORK EXPERIENCE (not in Higher Education)

09/1999 – 02/2021 **Geitonas School, Professor**

Professor (Physics teacher) at Geitonas School (<http://www.geitonas.edu.gr/>)

Member of the Committee of School Unit Self-evaluation (2013 – 02/2021)

Sector Secondary Education – Ministry of Education

2012 – 2016 **Rapporteur on programs for the employment and vocational training (LAEK), Manpower Employment Organization (OAED)**

Rapporteur on programs for the employment and vocational training (LAEK)

▪ *Themes of lectures*

- Evaluation in Education (Higher and Secondary Education)
- Science Teaching
- Using IT in education
- Implementation of interdisciplinary programs in the curriculum of secondary education
- Development and implementation of research projects at the Lyceum

Sector Professional Training

EDUCATION AND TRAINING

EDUCATION

2011 **PhD in Education**

European Qualifications Framework (EQF): level 8

Department of Primary Education, University of Patras, Greece

- Lifelong learning policies
- European Education policies
- European Higher Education Area (EHEA)
- Quality Assurance and Accreditation Policies
- Bologna Process

- Educational Research Methods

1997 MSc in Physics Education

European Qualifications Framework (EQF): level 7

University of Reading, UK

- Sociology of Education
- Students Alternatively Frameworks in Science Education
- Teaching methods
- Educational Research

1996 BSc in Physics

European Qualifications Framework (EQF): level 6

Department of Physics, National and Kapodistrian University of Athens, Greece

TRAINING

2017 Professional Training Programme

European Qualifications Framework (EQF): level 5

Training Programme: “Blended Learning and E-learning Trainers Training”

Training Center, University of Patras

2017 Certification of Educator of Adults’ Education and Training

European Qualifications Framework (EQF): level 5

EOPPEP: the National Organisation for the Certification of Qualifications and Vocational Guidance

PERSONAL SKILLS

Mother tongue(s) Greek

Other language(s)

	UNDERSTANDING		SPEAKING		WRITING
	Listening	Reading	Spoken interaction	Spoken production	
English	C 2	C 2	C 1	C 1	C 2
Proficiency in English, University of Cambridge (C2)					
French	B 1	B 1	B 1	B 1	B 1
Paris – Sorbonne (B1)					

Levels: A1/2: Basic user - B1/2: Independent user - C1/2 Proficient user
Common European Framework of Reference for Languages

Communication skills

- Working in groups
- Ability to participate and coordinate groups of colleagues at distance using digital technology
- Ability to communicate with non-experts (at Secondary and Higher Education)

Organisational / managerial skills

- Working in teams with colleagues
- Designing and implementing joint plans
- Efficient management of time and fully compliance of time-schedules

Computer skills

- International Diploma in IT Skills
Cambridge International Examinations, 2013

Driving licence

- B

ADDITIONAL INFORMATION

Publications

A. Dissertations

- A.2** Kavasakalis A. (2011). *The establishment of a Quality Assurance mechanism on Greek University: the formation of Advocacy Coalition Policy Networks in the sub-system of Greek University*. PhD thesis. University of Patras, Greece. [In Greek].
- A.1** Kavasakalis A. (1997). An investigation on Selected Alternative Frameworks about forces, among Greek school students with particular reference to year Two (Gymnasium) and year Four (Lyceé) of secondary education. University of Reading, UK, Master's Dissertation.

B. Books

- B.3** Stamelos G., Vasilopoulos A. and Kavasakalis A. (2015). *Introduction in Education Policies*. [e-book]. Athens: Kallipos - Greek Academic Libraries. ISBN: 978-618-82124-9-7. [In Greek]. <http://repository.kallipos.gr/handle/11419/226>
- B.2** Kavasakalis A. (2015). *The establishment of a Quality Assurance mechanism on Greek University: the formation of Advocacy Coalition Policy Networks in the sub-system of Greek University*. (Republished). Saita publications. Scientific Series: Higher Education: Theories, Methodologies, Analyses and Interpretations. ISBN: 978-618-5147-35-8. [In Greek].
<http://www.saitapublications.gr/2015/04/ebook.156.html#more>
- B.1** Kavasakalis A, Stamelos G. (2014). *EHEA and Quality Assurance in Greek universities: A two-fold inquiry - In what way has Quality Assurance policy program been established and are common beliefs among Greek academics present?*, Lambert Academic Publishing, ISBN 978-3-659-52062-4.

C. Chapters in Books

- C.14** Stamelos G., Kavasakalis A., Vassilopoulos A. (under publication). Greek HEIs in the ERA: Internationalized research and national development - the role of the University. In...
- C.13** Kavasakalis, A. (2018). "Policies on retraining, training, lifelong learning" in Th. O. Sakelaropoulos, Social Policy. Athens: Dionikos Publications. [In Greek].
- C.12** Stamelos G. and Kavasakalis A. (2017). Quality Assurance in Greek Higher Education: Tensions, Development and Implementation. In Stamelos G., Joshi K.M. & Paivandi S. (Eds.) *Quality Assurance in Higher Education: A Global Perspective*. New Delhi: Studera Press. ISBN 9789385883279, 1-18.

- C.11** Kavasakalis A. (2016). Development and enlargement of Greek higher education, 1998-2004: An analysis of the strategic and regional planning. Myths and realities. In Stamelos G & Gavrilidou Z. (Eds.). *Attempting the Reform: Between Policy and Politics*. Hepnet Network, 77-111 [In Greek].
- C.10** Stamelos G. and Kavasakalis A. (2016). Equity in Higher Education systems: the case of Greece. In Joshi K.M. & Paivandi S. (Eds.) *Equity in Higher Education – A Global Perspective*. Delhi: Studera Press. ISBN: 9789385883064, 97-125.
- C.9** Stamelos G, and Kavasaskalis A. (2015). Higher Education Governance across Nations: The case of Greece. In Joshi K.M. & Paivandi S. *Global Higher Education: Issues in Governance*. Delhi: B .R. Publishing Corporation, ISBN: 9789350502235, 34-62.
- C.8** Stamelos G. and Kavasakalis A. (2015). Private Higher Education in Greece: an area of tension between national and international education policies. In Joshi K.M. & Paivandi S. *Private Higher Education: A Global Perspective*. India, Delhi: B .R. Publishing Corporation India, Delhi: B .R. Publishing Corporation, ISBN: 9789350502075, 106-138.
- C.7** Kavasakalis A., Stamelos G. (2013). Transformations and implementation of European education policies at national level: formation and implementation of a quality assurance system in Greek universities. In Stamelos G., and Vasilopoulos A. *Life-long learning policies at European governance framework – The Greek case*. Athens: Dionikos, pp. 204-224. [In Greek].
- C.6** Stamelos G., Kavasakalis A. (2013). Filtrages et adaptations du transnational au local: le système d'assurance qualité des universités helléniques (*republished paper*). In *L'évaluation de la recherche universitaire : principes généraux et application a deux disciplines, les sciences de l'éducation t les sciences de gestion, UNESCO – AFIRSE : Paris*.
- C.5** Stamelos G., Kavasakalis A. (2013). Université et assurance qualité en Grèce: tensions et controverses (*republished paper*). In *L'évaluation de la recherche universitaire : principes généraux et application a deux disciplines, les sciences de l'éducation t les sciences de gestion, UNESCO – AFIRSE : Paris*.
- C.4** Stamelos G., Kavasakalis A. (2011). Analysis and interpretation of policy conflict during the formation and implementation of a quality assurance system in Greek universities – the absence of policy oriented learning and its importance. In Stamelos G. (ed.). *For an education's landscape poetry*. Department of Primary Education - University of Patras. Athens: Alexandria, pp. 169-189. [In Greek].
- C.3** Stamelos G., Kavasakalis A. (2010). Université et assurance qualité en Grèce: tensions et controverses. In Fave-Bonnet M.-Fr. (dir.). *L'évaluation dans l'enseignement supérieur en questions*. Paris: L'Harmattan, pp.79-95.
- C.2** Stamelos G., Kavasakalis A. (2009). The public discussion for the quality assurance in Greek universities. In Stamelos G. *Education Policy*. Athens: Dionikos, pp.194-218. [In Greek].
- C.1** Notaras D., Apostolou A., Paraskevopoulou E., Gialoumis S., Nakou D., Pouli A., Polichronakos D., Kavasakalis A., Kampourakis K. (2005). Students' attitudes towards project of specific form: an empirical study. In Koliopoulos D. and Varvouraki A. (eds.). *Physics Education: the challenges of 21st century. Articles for secondary and higher education*. Athens: Association for Physics Education (EDIFE). [In Greek].

D. Articles in International Journals with blind review system

D.8 Stamelos G., Kiprianos P., Evangelakou P., Kavasakalis A. (2021). Comprendre et prévenir l'abandon étudiant, *La Recherche en Éducation*, No 22, 23-32.

D.7 Kavasakalis A., Tzima M. (2020). Erasmus+ and Vocational Secondary Education: Analyzing Participating Students' Views. A Case Study of Students' Mobility in the Prefecture of Preveza, Greece. *Journal of Education and Training*, vol.7, (2): 36-62, ISSN 2330-9709.
<http://www.macrothink.org/journal/index.php/jet/issue/view/1004>

D.6 Kavasakalis A., Liossi F. (2019). Lifelong Learning Policies: The Case of Work-Based Learning. *Journal of Education and Training*, vol.6, (2): 30-40, ISSN 2330-9709.
<http://www.macrothink.org/journal/index.php/jet/article/view/14804>

D.5 Stamelos G., Kavasakalis A. (2013). European Higher Education Area and the introduction of a quality assurance programme in Greek universities: Is production of policy oriented learning present?. *Center for Educational Policy Studies Journal (CEPS)*, vol.3 (3): 105-124.

D.4 Kavasakalis A. (2013). Are Common Beliefs present among Greek Academics during the Implementation of a Controversial University Policy?. *International Research in Education*, vol. 1, (1): 15-28. <http://dx.doi.org/10.5296/ire.v1i1.3808>.

D.3 Stamelos G., Kavasakalis A. (2012). Filtrages et adaptations du transnational au local: le système d'assurance qualité des universités helléniques. *EXEDRA – Revista Científica*, ISSN 1646-9526, nº 6: 123-141.

D.2 Stamelos G., Kavasakalis A. (2011). The public debate on a Quality Assurance system for Greek universities. *Quality in Higher Education*, vol.17 (3): 353-368. <http://dx.doi.org/10.1080/13538322.2011.628807>.

D.1 Kavasakalis A., Stamelos G. (2011). 20 years of efforts to establish and implement a Quality Assurance System in Greek Higher Education. *Mediterranean Journal of Social Sciences*, vol.2 (3): 35-45. <http://dx.doi.org/10.5901/mjss.2011.v2n3p33>

E. Articles in Greek Journals with blind review system

E.6 Vassilopoulos A, Kavasakalis A., Stamelos G. (2020). The Integration of LLL into Higher Education: Non-formal Learning Services Delivery into the Greek HEIs. *Academia*, No. (18): 224-242. ISSN, 2241-1402.
<https://doi.org/10.26220/aca.3217>

E.5 Kavasakalis A. (2018). Social Networks: a theoretical tool for the analysis and interpretation of education policies. *Academia*, No.11: 28-53. ISSN, 2241-1402. [In Greek].

E.4 Kavasakalis A. (2016). Development and enlargement of Greek higher education, 1998-2004: An analysis of the strategic and regional planning. Myths and realities. *Academia*, vol.6 (1): 10-54. ISSN, 2241-1402. [In Greek].

E.3 Kavasakalis A. (2014). The pendulum of educational reforms in higher education through the example of quality assurance policies in Greek universities during the

last 40 years, *Academia*, vol.4(1): 37-76. ISSN, 2241-1402. [In Greek].

(<http://academia.lis.upatras.gr/index.php/academia/article/view/2223>)

- E.2** Kavasakalis A., Stamelos G. (2013). Exploring the processes of legislating and implementing a quality assurance system in the Greek University (2005-2009): did we become wiser from the conflict?. *Social Science Tribune* (ISSN 1105-1167), vol.16 (62): 161-189. [In Greek].
- E.1** Kavasakalis A. (2011). Is the policy subsystem of Greek University a 'mature' policy subsystem?. *Academia*, vol.1 (1): 154-177. [In Greek].

F. Studies

- F.2** Kavasakalis A. (2017). The "magic" of university degree: the attractive, historical and sociological approach of a historian of education for the university studies and students in Greece beyond myths and stereotypes. *Academia*, vol.8 (1): 111-120. [In Greek].
- F.1** Kavasakalis A. (2014). *Quality Assurance in Doctoral Education – results of the ARDE project (EUA publications 2013): From QA policies in HE and 3rd cycle HE policies to the Accountable Research environment for Doctoral Education (ARDE) project. An analysis of the EUA publication*, Patras: Interuniversity Higher Education Policy Network, (<http://hepnet.upatras.gr>), Study 13.

Publications / Conferences

G. Articles and abstracts in International Conferences Proceedings

- G.10** Stamelos G., Evangelakou P., kiprianos P., kavasakalis A. (2021). Les services universitaires pour les étudiants et la satisfaction d'étudiants: une relation difficile? Ανακοίνωση και Πρακτικά Συνεδρίου: ADMEE Europe Online Conference, (30/03/2021 – 01/04/2021).
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- G.9** Kavasakalis A., Liosi F. Φ. (2018). Contemporary developments in Lifelong Learning policies: The case of work based learning. Conference Proceedings: 11^o "Panhellenic Conference of the Pedagogical Society of Greece on the topic: "Basic and continuing education of teachers in a complex and changing environment", (Patra, 23-25 November 2018). [In Greek].
- G.8** Kavasakalis A. (2018). Greek higher education and the implementation of a decade-long quality assurance policies: The impact (?) on Greek higher education institutions. Proceedings of Conference: "Identities and Education: Comparative Perspectives in an Age of Crisis", XXVIII European Conference of Comparative Education Society in Europe (CESE), (Nicosia 29/5-1/6 2018).
- G.7** Kavasakalis A., Stamelos G. (2010). Quality Assurance and Greek Higher Education: Two decades efforts for the establishment and implementation of a quality assurance system. *Proceedings of Conference: 'Bordering, Re-bordering and new possibilities in Education and Society', WIV World Congress of Comparative Education Societies, CDROM - Thematic Group 1: Educational Governance, Policy Within and Across Borders*, (Istanbul, 2010).
- G.6** Stamelos G., Kavasakalis A. (2009). Public sur l'assurance qualité dans les

universités grecques. In 'L'évaluation dans l'enseignement supérieur en questions', Journée d'étude du 30 janvier 2009, Réseau d'Étude sur l'Enseignement Supérieur (RESUP), Université de Paris Ouest Nanterre, Book of Abstracts, pp.29-30 (Paris, 30 Janvier 2009).

- G.5** Stamelos G., Kavasakalis A. (July 2008). The public debate on a Quality Assurance system for Greek universities or the turmoil in Greek higher education due to implementation of European policies. In '*Changing Landscapes, Topographies and Scenarios: Educational Policies, Schooling Systems and Higher Education. The World in Europe – Europe in the World*', XXIII Comparative Education Society in Europe, Book of Abstract, p. 37 (Athens, 7-10 July 2008).
- G.4** Stamelos G., Papadiamantaki Y., Kavasakalis A. (2007). Negotiating Quality: The crisis of the Greek public university. *Proceeding of Conference: "Lining Together – Education and Intercultural Dialogue", VIII World Congress of Comparative Education Societies, CDROM, paper no.139*, (Sarajevo, 2007).
- G.3** Sarakinioti A., Kavasakalis A. (2007). The challenges and dilemmas posed by European policies on higher education of primary school teachers through a paradigm. *Proceedings of Conference: 'The primary education and the challenges in our times'*, pp.1517-1523, University of Ioannina, (Ioannina, 2007). [In Greek].
- G.2** Gialoumis S., Apostolou A., Notaras D., Nakou D., Pouli A., Polichronakos D., Kavasakalis A., Kampourakis K. (2004). Students' attitudes towards project of specific form: an empirical study. *Proceedings of Conference: 'Developments, trends, achievements and physics education'*, pp.65-69, 10th Pan-Hellenic Congress of Physics (Loutraki, 2004). [In Greek].
- G.1** Dimopoulos K., Apostolou A., Vlaxos A., Georgopoulos G., Kavasakalis A., Kouvatsos C., Notaras D., Paraskevopoulou E., Sigountou V., Tsartsarakos C. (2002). The use of extracurricular information sources for science and technology. *Proceedings of Conference: 'The Teaching of science in the information society'*, pp.576-582, University of Athens (Athens, 2002). [In Greek].

H. Announcements in conferences

- H.3** Kavasakalis A. (2014). *In what way are Research Hypotheses been constructed?* In '2cd Conference of the Interuniversity Network of Higher Education Policy (HepNet)' University of Patras – University of Peloponnese - University of Aegean, (Korinthos, 6-7 September 2014).
- H.2** Kavasakalis A. (2008). *Researching issues about the public dialogue on quality assurance in Greek Universities and highlight methodological difficulties of the ongoing research work.* In 'Methodology issues on social sciences research', 15th Panhellenic Postgraduate Seminar/Conference for PhD candidates, University of Crete, (Rethimno, 3-6 October 2008). (In Greek).
- H.1** Apostolou A., Georgopoulos G., Dimopoulos G., Dosis S., Kavasakalis A., Paraskevopoulou E. (2001). *Constant force implies motion with constant speed ? An educational intervention in high school physics (year 3).* In 9th Hellenic Conference of Physics: 'Developments, trends, achievements in Teaching Physics', Book of Abstracts, p.58, (Chios, 1-4 November 2001). [In Greek].

Memberships**Participation in research groups**

- Researcher and member of the Interuniversity Network 'Higher Education Policy Network', University of Patras (<http://hepnet.upatras.gr/>). (2010-today).
- Member of research seminars: 'European Educational Policies: Theories, Methodologies, Analyses, Interpretations', Unit of Education Policy and Analysis of Educational Institutions, Laboratory of analysis and design of educational policy, Sociological Analysis, Educational data and Documentation, Department of Primary Education, University of Patras. (2005-today).
- Member of research seminars: 'Organized interests in Greece' Laboratory of Policy communication and Media', Department of Political Science and Public Administration, University of Athens. (2006-2012).

Member in Registers

- Special Partner in the *Register of Writers - Critical Readers – Evaluators of the Action:* "Greek Academic Electronic Textbooks and Products", Operational Programme "Education and Lifelong Learning", Action: "Reformation of Studies Programmes - Develop of Educational material for Higher Education" (<http://www.kallipos.gr/>).
- Member in the *Register of Directors and Experts of The Managing Authority of the Operational Programme* "Education and Lifelong Learning", Ministry of Education (<http://www.edulll.gr>).

Scientific Associations

- Member of the Hellenic Policy Science Association (<http://www.hpsa.gr/>)
- Member of the Hellenic Physical Society (<http://www.eef.gr/>)

ANNEXES
