

## TOURIST Quality Assurance Plan

Project Acronym:	TOURIST
Full Project Title	Competence centres for the development of sustainable tourism and innovative financial management strategies to increase the positive impact of local tourism in Thailand and Vietnam
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Work Package Leader	Haaga-Helia University of Applied Sciences
Target group	All project partners
Document	Quality Plan
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## 1 Introduction

This document presents the quality assurance plan for the *Erasmus + KA2 Capacity Building in the field of Higher Education project "Competence centres for development of sustainable tourism and innovative financial management strategies to increase the positive impact of local tourism in Thailand and Vietnam (TOURIST)*.

**Work package 7** of the **TOURIST project** is '**Quality & Ethics Control**'. The aim of this work package is to assure the optimal quality, structure, processes and results of the project. The workplan of the project can be found as attachment 1. The leader of this WP is Haaga-Helia UAS who is going to do continuous monitoring of the project, though supported by all partners (in form of feedbacks, inputs about developments in their countries and institutions, different reports etc.) in order to steer the project in the right way. A representative from WUS Austria will support the quality work in the project and also lead the quality and ethics board. This aim will be achieved through the implementation of different quality control measures implemented at different stages of the project. See internal quality matrix and representatives Quality and Ethics Board in attachments 2 and 3.

As part of WP 7, Haaga-Helia UAS with support by all partners is responsible for

- ***Preparing a quality plan and feedback mechanism***
- ***Preparing a contingency plan***
- ***Recruiting representatives to the quality and ethics board***
- ***Quality assurance throughout the project***
- ***Interim and final quality reports***

The aim of this document, i.e. the quality plan, is to support and assess the processes of TOURIST project in order to ensure the quality and make the impacts of the project as wide spread as possible.

## 2 Quality assurance in TOURIST project

### 2.1 Principles of quality management

The quality management of the TOURIST project is based on the Plan-Do-Check-Adjust model. The process follows the following steps:

#### 1. Plan. Recognise an opportunity and plan a change.

Plan means to establish the objectives we want to achieve and processes needed to deliver results having in mind our target and goal. By planning our short/mid/long term objectives and results we need to achieve, we can better allocate efforts and resources and establish a working methodology and also the responsible partner. A test period would be recommend-able for activities with a special level of complexity.

#### 2. Do. Test the change. Carry out a small-scale study.

Do means to implement the activities foreseen (the plan), execute the activities and thus produce the desired results. In our case examples of results could be a workshop delivered, a round table celebrated, a report on needs analysis prepared, etc.

#### 2. Check. Review the test, analyse the results and identify what you've learned.

Check means analyse the results achieved in comparison to the expected outcomes which are detailed in the Description of Work document. In this phase it is important to detect any deviation or area for improving next similar activity, but also strong points to replicate.

#### 3. Adjust. Take action based on what you learned in the study step.

If the change did not work, go through the cycle again with a different plan. If you were successful, incorporate what you learned from the test into wider changes. Use what you learned to plan new improvements, begin the cycle again. In case of detecting weaknesses, the formulation of corrective measures would be crucial to come back to the project path, requirements towards the achievement of the expected outcomes. This analysis should also focus on finding the root causes of the problems encountered for the refinement of the next activities.

## 2.2 Main milestones of quality management

The quality assurance comprises some main milestones summarised in table 1. Except these milestones feedback will be collected and a feedback report published after every main activity of the WPs.

Table 1. Main milestones of TOURIST project.

Milestone	Month (November 2017=M1)
1- Quality plan	M6
2- Establishment of a quality and ethics board	M7
3- Contingency plan	M7
4- Delivery of quality assurance report 1 (Kick off, WP1, WP6, WP8)	M10
5- Delivery of quality assurance report 2 (WP2, WP3, WP6, WP8)	M19
6- Delivery of quality assurance report 3 (WP4, WP5, WP6, WP8)	M31
7- Delivery of final quality assurance report (All work packages)	M36

### Milestone 1: Quality plan

*Deadline: April 2018*

The quality plan describes the quality standards and indicators for the project outcomes that have been accepted by the partners. The quality plan also defines the steps to meet the quality standards of project processes and products (including the schedule of quality reports).

### Milestone 2: Quality and ethics board

*Deadline: April 2018*

A quality and ethics board will be set up ensuring the timely implementation of the project. The quality board will have representatives from all partners and the external expert WUS Austria. The main tasks of the board are to ensure good quality of work packages and to minimise the impacts of cultural differences.

Together with WUS Austria and the other partners, the WP leader will set up processes (rules and recommendations) for the quality and ethics board.

### **Milestone 3: Contingency plan**

*Deadline: April 2018*

A contingency plan will be prepared to identify potential risks for project implementation and provide alternative measures to avoid delay. Potential risks will be defined with the support of all project partners and alternative scenarios - 'Plan Bs' - will be identified by the WP leader together with the quality and ethics board to make sure that the project consortium is aware of all potential risks.

### **Milestones 4-6: Interim and final quality reports**

*Deadlines: There will be three interim and one final report M10, M19, M31 and M36 (M1=November 2017)*

Quality assurance reports are prepared to assess the quality of processes conducted and the outcomes delivered in the project. Process quality assurance includes quality of collaboration and commitment within the consortium, the quality of meetings and the work in the different work packages. This will be done by the WP leader who will be interviewing the members of the consortium on a regular basis. Product quality assurance is related to ensuring that the result meets predetermined quality standards through measuring the results against qualitative performance indicators. Data for the reports will be collected at the end of each meeting, training and conference (see attachments 4-6).

The quality assurance reports will be written by the WP leader with input from all partners and with the support from the quality and ethics board. The WP leader discusses the internal quality assurance part of the project with the consortium. The WP leader also supports the company responsible for external quality assurance to prepare the external part of the quality assurance reports.

The internal and external parts will be compared, analysed and both integrated to the quality assurance reports. If the external and internal views differ from predetermined standards, the WP leader will analyse the gaps and reasons with the partners and the quality board members and identify appropriate steps to improve.

All work and reports related to the quality and ethics work package will be saved in Google drive to make the work transparent.

## **2.3**

## 2.4 Budget of WP in days

Staff days in total: 239

Haaga-Helia UAS (leader)	45
FHJ (Austria)	21
UA (Spain)	21
HU (Vietnam)	26
USSH, Hanoi (Vietnam)	20
USSH, HCMC (Vietnam)	20
KU (Thailand)	20
BU (Thailand)	20
PU (Thailand)	20
PSU (Thailand)	26

## Quality assurance of TOURIST

### 2.5 The quality assurance approach

The quality assurance of the TOURIST project is based on both internal and external quality assurance. The contingency plan will support the quality assurance efforts.

- 1) Internal quality assurance: based on predetermined standards, the quality plan and documentation. Feedback forms will be developed and distributed to evaluate meetings, products and events until M36. More specific information about quality assurance activities can be found in table 2, which is based on LFM matrix presented in the project application. The data will be analysed after each project activity and summary of the results will be shared with all project participants.
- 2) External quality assurance: A company not being part of the consortium will provide external perspective on the project's processes and outcome.
- 3) Contingency plan: As a support to the quality plan a contingency plan will be prepared to identify potential risks for project implementation and to provide alternative measures to avoid delay.

- 4) Elaboration of quality assurance in the interim and final quality reports and preparation of suggestions for improvement if needed.

## 2.6 Overview of quality assurance

The quality assurance activities summarised in table 2 will be in the focus during the whole project life time in order to ensure the quality of processes and products. The quality assurance processes will be monitored and evaluated both internally and externally. Internally by conducting interviews with consortium members regularly; and externally by the external evaluator WUS Austria that leads the Quality and ethics board which reflects on the quality of the project's processes and outcomes.

Table 2. Main quality assurance activities of the TOURIST project

Main outputs	Quality Indicators	Measurement
Report on current situation related to sustainable tourism (ST) in each country comprising also recommendations	GAP report for each country combined into one final report comprising also guidelines and recommendations for ST	Data collected by all partners based on the guidelines and developed in the first phase of the project, all 10 partner universities distribute it at least in three different digital channels used regularly for external communication
Training plan and training material for 4 training sessions and for internal workshops following the training, organisation and implementation of trainings and workshops	Feedback to the plan from at least 10 external organisations in Asia, 84 staff members trained after first training sessions, 180 staff trained later at in internal workshops	Participation lists, feedback forms, discussion with participants and organisers
Lists of equipment bought by the partners in Asia	Purchase of equipment and instalment of it, at all 7 different competence centres for ST	List of items, purchase procedure, list of tenders, invoices, photos, documents, registration in university inventory
Integration letters and operational plans of competence centres of Asian partners	Official integration of the CCs, operation, business, marketing, sustainability plan as well as start of operation	Official integration letter, operation plan as well as 2 academic staff and 5 students appointed for the centres, digital documentation (for instance Facebook) of 35 mini-placements and 10 counselling sessions with industry representatives
Network of experts of ST and FM	2 cross boarder conferences, 1 joint publication, 7 training sessions and workshops to non-partner universities	Network constitutional document signed and strategy prepared, website creation, list of



	and stakeholders	participants, agendas, pictures
Dissemination plan, contact database, creation of awareness	Continuously updated dissemination plan, project identity development	Project logo, website, leaflet, poster, regular reporting of dissemination
QA & Ethics board, quality plan, contingency plan, feedback mechanism	Quality and ethics board with one representative from each partner, quality plan, feedback form and continuous check of progress against LFM	List of members of quality and ethics board, auditing company selected, external QA partner selected, QA measures implemented and documented regularly
Management board (MB), online meetings, PM handbook	Establishment of MB, implementation of 8 meetings, management handbook, regular reporting	List of management board members, regular financial and technical reports to monitor budget and outcomes

The outputs and indicators in the table 2 will be assessed and reported in the interim and final reports. One main tool for the quality assurance work is the documentation of the plans, implementations and products in Google drive.

## 3 Risk Analysis and Contingency Plan

### *Why do projects generally fail?*

There are three main reasons. First, projects can fail if the project plan is not realistic in its nature. This means that if project resources to conduct the given activities are calculated too optimistic, then at some point of time the resources are lacking to produce high quality products.

Second, projects often fail due to lack of or poor communication and third, projects can fail due to external events such as the breakup of a partner.

It is a fact that each project needs to deal with potential risks and therefore an integrated risk management approach has been proved useful in many projects. This means that the consortium is aware of the fact that risks can occur throughout the project duration but is willing to handle them in a proactive way.

It is of utmost importance to the project consortium to have a contingency plan in order to identify the possible upcoming risks for the project from the beginning on and also to develop mitigation strategies. There are numerous risks in projects which are at the same time challenges. Some of these challenges can be predicted and possible solutions can be proposed to allow a quicker targeted reaction.

The table 3 summarises the risk analysis for the TOURIST project and the contingency plan that will be activated if needed. This risk log is to be seen as a living tool: Risks might be reviewed or added, and potential mitigation strategies discussed during meetings.

Table 3. Summary of the risk analysis and the contingency plan for the TOURIST project

1. Comparative Analysis	
<b>Assumptions</b>	The WP leader has relevant expertise in research methodologies and analysis. Further comparative analysis is desirable due to a lack of information available & willingness of other HEIs and policy makers to cooperate and get actively involved in the project.
<b>Risks</b>	The availability or transparency of necessary data might be not given. This can be mitigated by including top-level managers and mobilising stakeholders. Open dialogue and transparency are of utmost importance.
FHJ and UA will be responsible for developing the questionnaires for both macro- and micro-level analysis, and drawing up the comparative analysis. In case of low commitment by high level stakeholders of HEIs, UA will organise phone calls to detect the problems they are encountering or to understand if there is a special reason for that. UA will underline to them the benefit of active participation in such action. If no improvement is made the FHJ and the UA will review the	

communication strategy.

The study visit will be held together with the KO meeting in M2 in Graz and will give room to foster discussion among the partners.

## 2. Capacity Building

<b>Assumptions</b>	High interest in training topics and the desire for upgrading skills on the core topics of the project and high interest in knowledge exchange with international partners and experts.
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<b>Risks</b>	Language barriers but may be mitigated by availability of translations. Lack of interest and commitment demonstrated to the project and involvement of top management.  Training of people who are not specialised in the area of sustainable tourism and financial management.
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Risks are mitigated through a highly participative decision making methodology, in which the discussions on contents and methods are done equally among the people in charge. All partner institutions have participated in a previous survey study that constitutes the basis to detect the partners' common needs and to identify specific challenges affecting the institutions.

Language barriers will be mitigated by availability of translations if requested. However, participants seem to have an adequate level of English.

Lack of interest will be mitigated by commitment demonstrated to the project and involvement of top management.

Besides the members will review the time frame for attracting and recruiting appropriate trainees and will plan the training activities well in advance to prevent bureaucratic delays.

## 3. Technical Instalment of Competence Centres

<b>Assumptions</b>	Top management involvement is crucial within this phase of the project. With the technical advancement of the competence centres; university-enterprise cooperation as well as international collaboration is going to increase. Further technical instalment supports the PC partners in advancing their role as experts on sustainable tourism and innovative financial management strategies.
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<b>Risks</b>	Technical equipment selected is not suitable to reach the aims of the competence centres, lacking support from PC partners and HEI managers in the selection but also in the instalment phase of the technical equipment.
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Risks are mitigated through the involvement of top managers within the project since the first study visit in Graz as they are important decision makers for modernisation.

It is important to develop and modernise technical capabilities of the partner country universities and to enhance efficiency to spread the knowledge on sustainable tourism and innovative financial management strategies and to further be able to implement the competence centres. In order to

complete this activity the project partners will purchase and install a modern equipment to guarantee the operation of the TOURIST competence centres followed by a roll-out test.

#### 4. Operational Instalment of Competence Centres

<b>Assumptions</b>	High interest in having a TOURIST centre for sustainable tourism and innovative financial management strategies, increase of knowledge on sustainable tourism and innovative financial management strategies among the target group and increasing the importance of these two topics among the target groups as well as among governmental bodies and the society at large, strengthening the university-enterprise cooperation.
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<b>Risks</b>	Lack of commitment by higher university officials for the TOURIST centre integration in the university structure, language barrier and lack of interest from the main target groups.
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Risks are mitigated through the involvement of academic staff and students who are going to make sure that the competence centres are operating according to plan. Moreover, official confirmation letters for the integration of the competence centres are issued by university officials, stating that the competence centres will be part of the university structure and attached to the faculties of tourism in the PC higher education institutions as well as prolongation statements of commitment, stating that the competence centres will be also in place even two years after the end of the project. This proceeding also guarantees that the equipment purchased will be used even after the project end to create long-term commitment among the partners.

#### 5. Networking

<b>Assumptions</b>	The associated partners are going to support this action which increases the number of participants on an international scale as well as the awareness of sustainable tourism; international exchange can improve HE and teaching capacities among the partners and new cooperation can be build up.
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<b>Risks</b>	Lack of top-level support and support from the associated partners; lack of interest in joining a network for national and cross-country exchange.
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The risks of this WP will be controlled by a regular effort in communication and dissemination of the results within the project. Each actor involved in the networking activities will be invited by the HEIs and also by the coordinator to join the events planned, explaining the usefulness and the importance of their participation for further improvement of their sector.

#### 6. Dissemination, Quality Assurance and Project Management

<b>Assumptions</b>	Information reaches the target groups and final beneficiaries (guaranteed through experience of the WP leader and partners and targeted dissemination actions).  Quality board will have relevant expertise and make sure that the created products are of high quality and relevant to the target group, the instaled ethics board is going to make sure that there are no cultural barriers that could harm the project.  Effective PM in all its facets will ensure the success of the project.
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<b>Risks</b>	Promotional materials do not reach the right target and the content is not tailored to
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	<p>the needs of the target groups. Therefore, interest in the project is going to decrease.</p> <p>Lack of input given or biased opinions. Mitigated by incentives (participation) and selection of non-involved parties for opinions.</p> <p>Lack of communication skills, mitigated through previous cooperation exercises.</p> <p>Lack of knowledge on how to prepare reporting documents, mitigated by clear instructions and templates prepared by WP leader and made available via the online management tool to all partners.</p>
<p>Potential risks will be mitigated by means of regular updates on the activities others are carrying out, establishing strong personal and working relationships among PCs and by a devoted management based on the demonstrated experience of EU partners. The project management structure will be set up clearly from the beginning.</p> <p>Some basic indicators of progress will be set up to monitor &amp; control the quality and on time delivery and implementation of the activities undertaken: quality of training materials, feedback survey, number of attendees to workshops, train the trainers and multiplying actions, number of documents uploaded, number of attendees to meetings, conferences, etc.</p>	

### *How will risks be handled?*

When dealing with risks, communication is the most essential part because only if risks are communicated by the consortium, the coordinator together with the partner can react to the possible threat.

When it comes to conflict among the partners of the TOURIST project, then it is essential to immediately inform the coordinator and the evaluation partner since they are both responsible to lead the parties in conflict through this procedure.

For conflict resolution within the TOURIST project the "Interest-Based Relational (IBR) Approach" is used. This type of conflict resolution respects individual differences while helping people avoid becoming too entrenched in a fixed position.

### Attachment 1. Workplan

## WORKPLAN

Please use the model provided. Applicants are expected to complete a one-page work plan for each project year.

For each year of your project proposal, please complete a work plan indicating the deadlines for each outcome and the period and location in which your activities will take place. Please create additional work plan tables if further space is needed.

The same reference and sub-reference numbers as used in the logical framework matrix must be assigned to each outcome and related activities.

Activity carried out in the Programme Country: = (E.g. activity in France for two weeks in the first month of the project 2= under M1)

Activity carried out in the Partner Country (ies): X (E.g., activity in Tunisia for three weeks in the second month of the project: 3X under M2)

### WORKPLAN for project year 1

Activities		Total duration (number of weeks)	M1	M2	M3	M4	M5	M6	M7	M8	M9	M10	M11	M12
Ref.nr/ Sub-ref nr	Title													
WP1	Comparative analysis of the tourism industry and sustainable tourism efforts in Thailand, Vietnam and the EU													
SUB 1.1	Status-quo analysis on the national tourism industry and sustainable tourism efforts (Thailand, Vietnam and EU)	8=x	4=x	4=x										

SUB 1.3	GAP Report to show differences between the EU tourism agendas and sustainable tourism efforts and the Thai and Vietnamese tourism industry and their understanding of sustainable tourism	4= 2x				4= 2x								
SUB 1.3	Comparative report including guidelines of comparison and recommendations	4= 2x				4= 2x								
SUB 1.4	Study visit	4=x		4=x										
WP2	Capacity building – trainings for trainers													
SUB 2.1	Training plans and materials development	12= 8x					4= 2x	4= 2x	4= 2x					
SUB 2.2	Human capacity building trainings	18= 16x								4=x	3= 2x	4=x	4=x	3= 2x
SUB 2.3	Internal Workshops	2= 4x										2= 4x		
WP4	Operational instalment of the competence centres													
SUB 4.1	Official Integration of the competence centres in the university structure	10= 12x										4=x	2= 4x	4=x
WP5	Network for national and cross-country exchange													
SUB 5.1	Network establishment	4=x												4=x
WP6	Dissemination and visibility													

SUB 6.1	<b>Dissemination strategic plan and adaption</b> – first development of the strategic plan for dissemination in the first 3 months and in the following months intense dissemination of the project due to the importance of dissemination the dissemination activities which are also part of 6.1 will be implemented and monitored on a continuous basis therefore indicated as a continuous process – times may vary as connected to the possibilities for dissemination	23= 26x	3= 4x	3= 4x	3= 4x	2=x	2=x	2=x	2=x	2=x	1=x	1=x	1=x	1=x
SUB 6.2	Project identity development	8= 16x	2= 4x	2= 4x	2= 4x	2= 4x								



WP7	Quality & Ethics Control													
SUB 7.1	Quality and ethics board set up – will be set up in the first three months, rules and obligations of the quality and ethics board need to be developed and communication mechanisms introduced as well as participants selected; in M12 of year one preparation is going to start for the first quality report	16=x	4=x	4=x	4=x									4=x
SUB 7.2	Develop quality plan and feedback mechanism including continuous internal QA management during trainings, PM meetings and of products developed	16= 14x			4=x	4= 2x	1=x	1=x	1=x	1=x	1=x	1=x	1=x	1=x
SUB 7.3	Contingency plan	8=x			4=x	4=x								
WP8	Project Management													
SUB 8.1	Project management and consortium meeting	32= 24x	4=x	4=x	2= 1x	2= 1x	2= 1x	4=x	2= 1x	2= 1x	2= 1x	4=x	2= 1x	2= 1x
SUB 8.2	Regular reporting (internal every 3 months for progress monitoring, external after 18 months and 36 months to EACEA)	4=x			1=x			1=x			1=x			1=x
SUB 8.3	Partner contract development	12=x	4=x	4=x	4=x									

## WORKPLAN for project year 2

Activities		Total duration (number of weeks)	M1	M2	M3	M4	M5	M6	M7	M8	M9	M10	M11	M12
Ref.nr/ Sub-ref nr	Title													
WP2	Capacity building – trainings for trainers													
SUB 2.2	Human capacity building trainings	4=x	4=x											
SUB 2.3	Internal Workshops	2= 4x	2= 4x											
WP3	Technical instalment of the competence centres that are integrated in the Faculties of Tourism													
SUB 3.1	Technical needs identification	4=x		4=x										
SUB 3.2	Purchase and instalment	12= 16x			4=x	4=x	2= 4x	2= 4x						
SUB 3.3	Roll-out test								4=x					
WP4	Operational instalment of the competence centres													
SUB 4.2	Operations, business, marketing and sustainability plan and definition of the liaisons	28=x	4=x	4=x	4=x	4=x	4=x	4=x	4=x					
SUB 4.3	Operations of competence centre	16= 20x								4=x	4=x	4=x	2= 4x	2= 4x
WP5	Network for national and cross-country exchange													
SUB 5.1	Network establishment	4=x	4=x											
SUB 5.2	Building network identity and knowledge transfer platform	12=x	4=x	4=x	4=x									
SUB 5.3	Training sessions for non-partner universities and stakeholders	8= 16x						2= 4x		2= 4x	2= 4x		2= 4x	

SUB 5.4	2 cross-border conferences	9= 14x								2= 4x	4=x HCMC conf.	1= 2x	1= 2x	1= 2x
WP6	Dissemination and visibility													
SUB 6.1	Dissemination strategic plan and adaption due to the importance of dissemination the dissemination activities which are also part of 6.1 will be implemented and monitored on a continuous basis therefore indicated as a continuous process – times may vary as connected to the possibilities for dissemination	18=x	4=x	4=x	1=x	1=x	1=x	1=x	1=x	1=x	1=x	1=x	1=x	1=x
SUB 6.3	Enhance the project and its network through conference participation – partners are going to select the conferences according to their expertise and focus and will attend in total 6 conferences with contributions concerning TOURIST. It is estimated that efforts for the selection process and the participation as well as dissemination of the event will lead to 4 weeks of work for each PC partner	12=x	1=x	1=x	1=x	1=x	1=x	1=x	1=x	1=x	1=x	1=x	1=x	1=x
WP7	Quality & Ethics Control													
SUB 7.1	Quality and ethics board set up – quality and ethics board is going to finalize the first evaluation report and to start with the second year evaluation report in M12	8=x	4=x											4=x
SUB 7.2	Develop quality plan and feedback mechanism including continuous internal QA management during trainings, PM meetings and of products developed	12=x	1=x	1=x	1=x	1=x	1=x	1=x	1=x	1=x	1=x	1=x	1=x	1=x
WP8	Project Management													

SUB 8.1	Project management and consortium meeting	<b>30= 21x</b>	<b>2= 1x</b>	<b>2= 1x</b>	<b>2= 1x</b>	<b>4=x</b>	<b>2= 1x</b>	<b>2= 1x</b>	<b>2= 1x</b>	<b>4=x</b>	<b>2= 1x</b>	<b>2= 1x</b>	<b>4=x</b>	<b>2= 1x</b>
SUB 8.2	Regular reporting (internal every 3 months for progress monitoring, external after 18 months and 36 months to EACEA)	<b>4=x</b>			<b>1=x</b>			<b>1=x</b>			<b>1=x</b>			<b>1=x</b>

## WORKPLAN for project year 3

Activities		Total duration (number of weeks)	M1	M2	M3	M4	M5	M6	M7	M8	M9	M10	M11	M12
Ref.nr/ Sub-ref nr	Title													
WP4	Operational instalment of the competence centres													
SUB 4.3	Operations of competence centre	24= 48x	2= 4x	2= 4x	2= 4x	2= 4x	2= 4x	2= 4x	2= 4x	2= 4x	2= 4x	2= 4x	2= 4x	2= 4x
WP5	Network for national and cross-country exchange													
SUB 5.3	Training sessions for non-partner universities and stakeholders	6= 12x		2= 4x			2= 4x			2= 4x				
SUB 5.4	2 cross-border conferences	11= 16x	1= 2x	1= 2x	1= 2x	4=x BKK conf.	1= 2x	1= 2x	1=x	1=x				
SUB 5.5	Joint publication and good practices for sustainable tourism and innovative financial management strategies	12=x	1=x	1=x	1=x	1=x	1=x	1=x	1=x	1=x	1=x	1=x	1=x	1=x
WP6	Dissemination and visibility													

SUB 6.1	Dissemination strategic plan and adaption due to the importance of dissemination the dissemination activities which are also part of 6.1 will be implemented and monitored on a continuous basis therefore indicated as a continuous process – times may vary as connected to the possibilities for dissemination	12=x	1=x	1=x	1=x	1=x	1=x	1=x	1=x	1=x	1=x	1=x	1=x	1=x
SUB 6.3	Enhance the project and its network through conference participation – partners are going to select the conferences according to their expertise and focus and will attend in total 6 conferences with contributions concerning TOURIST. It is estimated that efforts for the selection process and the participation as well as dissemination of the event will lead to 4 weeks of work for each PC partner	2= 12x	1=x	1x	1x	1x	1x	1x	1x	1x	1x	1x	1x	1=x
WP7	Quality & Ethics Control													
SUB 7.1	Quality and ethics board set up quality and ethics board is going to finalize the first evaluation report and to finish with the third year evaluation report in M12	8=x	4=x											4=x
SUB 7.2	Develop quality plan and feedback mechanism including continuous internal QA management during PM meetings, conferences, networking events and of products developed	12=x	1=x	1=x	1=x	1=x	1=x	1=x	1=x	1=x	1=x	1=x	1=x	1=x

WP8	Project Management													
SUB 8.1	Project management and consortium meeting	<b>28=</b> <b>18x</b>	<b>2=</b> <b>1x</b>	<b>2=</b> <b>1x</b>	<b>2=</b> <b>1x</b>	<b>4=x</b>	<b>2=</b> <b>1x</b>	<b>2=</b> <b>1x</b>	<b>2=</b> <b>1x</b>	<b>2=</b> <b>1x</b>	<b>2=</b> <b>1x</b>	<b>4=x</b>	<b>2=</b> <b>1x</b>	<b>2=</b> <b>1x</b>
SUB 8.2	Regular reporting (internal every 3 months for progress monitoring, external after 18 months and 36 months to EACEA)	<b>4=x</b>			<b>1=x</b>			<b>1=x</b>			<b>1=x</b>			<b>1=x</b>

## Attachment 2. Internal quality matrix

The WP 7 coordinator will be responsible for keeping the internal quality matrix updated and this will be discussed during each project meeting with the Project Management Board.

ACTIVITY	DESCRIPTION	WEAKNESSES	STRENGTHS	AREAS FOR IMPROVEMENT
1.1	Focus group implementation			
1.2	Gap analysis conducted in each country to show differences in sustainable tourism efforts			
1.3	Comparative report including guidelines of comparison and recommendations for ST			

	Human capacity building trainings			
2.1	Training plans and materials development			
2.2	Human capacity building trainings			
2.3.	Internal workshops			
3.1.	Technical needs identification			
3.2.	Purchase and instalment			
3.3.	Roll-out test			
4.1.	Official integration of the competence centres in the university structure			
4.2.	Operations, usiness, marketing and sustainability plan and definition of the liaisons			
4.3	Operations of competence centres			
5.1.	Network establishment			
5.2.	Building network identity and knowledge transfer platform			
5.3.				
5.4.	Training sessions for non-partner universities and stakeholders			



5.5.	2 cross-border conferences			
	Joint publication and good practices for sustainable tourism and innovative financial management strategies			
6.1.	Dissemination strategic plan			
6.2.	Project identity development			
8.1.	Project management, meetings and management board			
8.2.	Regular reporting			

### Attachment 3. Representatives Quality and Ethics Board

Partner Number	Partner Name	Name of the Member of the Quality and Ethics board	Position of the Member of the Quality and ethics board	Contact Details (Mail)	Contact Details (Phone)
P1	FH JOANNEUM	Prof. (FH) Mag. Mag. Dr. Harald Friedl	Associated Professor	harald.friedl@fh-joanneum.at	0043 316 5453 6725
P2	University of Alicante	Dr. Oana M. Driha	Prof. Department of Applied Economics	<a href="mailto:Oana.Driha@ua.es">Oana.Driha@ua.es</a>	00 34 965 90 36 09
P3	Haaga-Helia University	Ms Leena Grönroos	Senior lecturer	<a href="mailto:leena.gronroos@haaga-helia.fi">leena.gronroos@haaga-helia.fi</a>	(+358404887187)
P4	Hue University	DO Thi Xuan Dung	HU, Vice President	<a href="mailto:dtxdung@hueuni.edu.vn">dtxdung@hueuni.edu.vn</a>	
P5	University of Social Sciences and Humanities Hanoi	Pham Hong Long	Faculty of Tourism Studies, University of Social Sciences and Humanities, Vietnam National University in Hanoi	<a href="mailto:phamhonglong@gmail.com">phamhonglong@gmail.com</a>	84914914989
P6	University of Social Sciences and Humanities HCMC	Ngo Thi Phuong Lan	Vice-President HCMC-USSH	<a href="mailto:ngophuonglan@hcmussh.edu.vn">ngophuonglan@hcmussh.edu.vn</a>	++84913607276
P7	Kasetsart University Bangkok	Dr.Nirundon Tapachai	Director, Kasetsart International MBA Program	<a href="mailto:ntapachai@yahoo.com">ntapachai@yahoo.com</a>	66891702563
P8	Burapha University Chonburi	Dr. Karoon Suksonghong	Associate Dean, Faculty of Management and Tourism (QM)	<a href="mailto:karoon@buu.ac.th">karoon@buu.ac.th</a>	+66 91 283 8188
P9	Payap University Chiang Mai	Mr. Michael Jack Meallem	Project Manager, Center for Social Impact	<a href="mailto:meallem@gmail.com">meallem@gmail.com</a>	0066 84 610 6013
P10	Prince of Songkla University	Dr. Aphirrom Promchanya	Lecturer, faculty of tourism	<a href="mailto:tongleave@gmail.com">tongleave@gmail.com</a>	+66 9 4595 9451
P11	The Thailand Community Based Tourism Institute	Jaranya Daengnoy		<a href="mailto:djaranya2016@gmail.com">djaranya2016@gmail.com</a>	

20.4.2018

## Attachment 4: Questionnaire kick-off meeting in Graz



### Evaluation of the Kick-off meeting in Graz

***This questionnaire is part of the Tourist project and its workpackage 7, quality and ethics. Please answer the questionnaire before March 16th.***

1. Please describe your expectations regarding the kick-off meeting in Graz and to which extent the presentations were useful for you

2. Please assess the success of the Kick-off meeting of the Tourist project 27.2.-2.3.2018 in Graz, on a scale from 1 to 7. (1= totally disagree, 7 = totally agree)

	1	2	3	4	5	6	7
The information received before the meeting was sufficient	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The aim of the whole project was presented sufficiently	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The different work packages were presented sufficiently	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The presentations during Thursday (presentation of FH Joanneum, successful projects of sustainable tourism in European countries) were interesting	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The company visits to the Austrian countryside (Friday) were interesting	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The kick-off meeting was successful in relationship building between the partners in the project	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The kick-off meeting met my expectations	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The kick-off meeting was well prepared by the hosting organization	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
After the kick-off meeting I have a good understanding of each partner's role in the project	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

3. Additional comments to the organisers

Submit



## Attachment 5. Questionnaire for trainings

The topics for the questionnaire are listed below. It will be finalized before the training, due to the comments from the project partners and due to the topics and methods of the trainings. A survey will be done at the end of each training for the participants and the results will be shared with the project partners. The survey will be done online, using the scale from 1 to 7 as was done in the first survey after Kick-off meeting in Graz.

1. The objectives of the training were clearly defined
2. The training improved my understanding of sustainable tourism
3. The topics were appropriate to meet the objectives of the learning centres
4. I will be able to apply the knowledge acquired
5. Visual and supporting material were useful and easy to follow
6. Participation and interaction were encouraged
7. There was a correct balance between theoretical contents, exercises and discussion
8. The trainers were well prepared
9. The training objectives were met
10. Overall evaluation of the training
11. Additional feedback for the organisers, please!

## Attachment 6. Questionnaire for conferences

The topics for the questionnaire are listed below. It will be finalised before the conference, due to the comments from the project partners and due to the topics and methods of the trainings. More detailed questions on individual presentations will be formed. A survey will be done at the end of each conference for the participants and the results will be delivered for project partners. Survey will be done online, using the scale from 1 to 7 as was done in the first survey after Kick-off meeting in Graz.

1. The objectives of the conference were clearly defined
2. The topics were appropriate to meet the objectives of the conference
3. Visual and supporting material were useful and easy to follow
4. Participation and interaction were encouraged
5. There was a correct balance between theoretical contents and discussion
6. The speakers were well prepared
7. The conference objectives were met
8. Overall evaluation of the conference
9. Additional feedback for the organisers, please!

