

# TOURIST

Project number: 585785-EPP-1-2017-1-AT-EPPKA2-CBHE-JP

## External Evaluation

### Second Interim Report for the period 01/11/2019 – 14/04/2021

Corresponding to: **WP7 – Quality Plan**

External Evaluator: **WUS Austria**

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This report considers all information and documents which were available on G-Drive, via e-mail, and on the project website and Facebook account within the project lifetime.

This version already includes comments by the coordinator FHJ.

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## TOURIST external evaluation

The project "TOURIST – 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", an Erasmus+ project, which was promoted and managed by FH JOANNEUM GmbH, started in October 2017 and was finalised in April 2021. TOURIST aimed at spreading knowledge of sustainable tourism during the planned counselling sessions within the competence centres; at increasing the number of projects on sustainable tourism, and at making sure that these projects would be funded by innovative financial management strategies to generate a long-term growth of sustainable tourism in Thailand and Vietnam.

The main project objectives were:

- Capacity building of experts on sustainable tourism and innovative financial management strategies at HEIs in Thailand and Vietnam;
- Implementation of seven competence centres at partner HEIs to increase awareness and expertise of sustainable tourism and innovative financial management strategies measures;
- Foster university-business cooperation through the TOURIST competence centres and network;
- Increase of employability of students due to upgraded knowledge on sustainable tourism;
- Current status analysis of the industry and identification of efforts in sustainable tourism in Thailand, Vietnam and the European partner countries and the identification of gaps/necessities in each participating region;
- Creation of a nationwide and international network with target groups from the tourism industry and from financial management to increase impacts of sustainability in tourism.

The work programme of the project proposal foresaw internal and external quality assurance and evaluation, which are described in work package 7 "Quality Plan".

The aim of the external evaluation in the TOURIST project was to provide feedback to the project coordinator, the internal evaluator and all other partners concerning project progress, project results and reporting, and to contribute to high quality outputs. The results were three reports in total, the first was provided in December 2018, the second in October 2019, and the third and final report (this report) in April 2021. This way the consortium could consider the recommendations of the first two reports for the upcoming period.

The external evaluation work plan included the following main components:

- a. Lead of the Quality and Ethics Board incl. one meeting per year
- b. Ongoing feedback and communication with the internal evaluator, project coordinator and selected consortium members as required
- c. Evaluation of key activities/results of the project: Coherence between plan and reality

## Status of the project

We analysed the project status concerning partnership, the work programme (including project management, communication, etc.) and the target group focus of the project and its products. In general, this is a logical and proved structure used also similarly by numerous funding agencies in report assessment procedures.

The assessment is based on the project application, the documentation and reporting on the internal communication, the documentation on Google-Drive (G-Drive) used by the project for internal document sharing, the project website (<http://tourist.fh-joanneum.at/>), the Facebook Account (<https://www.facebook.com/SustainableTourismSEA/>) and communication with the internal evaluator, the coordinator and partners. The period addressed in this report is the project lifetime from October 2017 until April 2021.

## Partnership

(Communication, Meetings, Changes)

The TOURIST project consortium consists of 11 partners and one subcontractor:

P1 FH JOANNEUM GmbH / FHJ (AT), is the applicant and coordinator of the project and coordinates work package 8 (Project Management) and supports the work package leader in work package 4 (Operational Instalment of the Competence Centres).

P2 UNIVERSITY OF ALICANTE / UA (ES), coordinates work package 1 (Comparative Analysis of the Tourism Industry and Sustainable Tourism Efforts in Thailand (TH), Vietnam (VN) and the EU) and work package 5 (Network for National and Cross-country Exchange).

P3 HAAGA-HELIA UNIVERSITY / HHU (FI), coordinates work package 2 (Capacity Building – Training for Trainers).

P4 HUE UNIVERSITY / HU (VN), is the national coordinator of all partners of Vietnam and coordinates work package 3 (Technical Instalment of the Competence Centres).

P5 VIETNAM NATIONAL UNIVERSITY HANOI, UNIVERSITY OF SOCIAL SCIENCES AND HUMANITIES / USSH Hanoi (VN), coordinates work package 4 (Operational Instalment of the Competence Centres).

P6 VIETNAM NATIONAL UNIVERSITY HCMC, UNIVERSITY OF SOCIAL SCIENCES AND HUMANITIES / USSH HCMC (VN), is a direct beneficiary and implements all work packages according to plan.

P7 KASETSART UNIVERSITY / KU (TH), is a direct beneficiary and implements all work packages according to plan.

P8 BURAPHA UNIVERSITY / BU (TH), is a direct beneficiary and implements all work packages according to plan.

P9 PAYAP UNIVERSITY / PU (TH), is a direct beneficiary and implements all work packages according to plan.

P10 PRINCE OF SONGKLA UNIVERSITY / PSU (TH), is the national coordinator of all partners of Thailand and coordinates work package 6 (Dissemination and Visibility).

P11 THE THAILAND COMMUNITY BASED TOURISM INSTITUTE / CBT-I (TH), is a direct beneficiary and implements all work packages according to plan.

HUE TOURISM INFORMATION AND PROMOTION CENTER / HTIP (VN), is a subcontractor; gives input and supports the other partners in the work packages according to plan.

## Work programme

(Short analyses of Activity status, Milestones, Results)

In the following each of the work packages is checked against the facts and promises in the application. A detailed description of each work package can be found in the ASCENT PROJECT OVERVIEW on G-Drive. At the end of each work package the documentation status is mentioned and whether there are still some documents missing.

The project started with a delay of 4,5 months due to (1) the validation of a project partner and (2) the late completion of the contract between the EU and the coordinator. Thus, the time plan had to be adapted accordingly. However, the coordinator and the whole consortium were striving hard to catch up this delay from the beginning. Also, COVID-19 brought some unexpected turns and delays which the consortium successfully counteracted by different strategies which will also be shown below. This is also why the project had been prolonged for another six months until April 2021.

### **WP1. Comparative Analysis of the Tourism Industry and Sustainable Tourism Efforts in Thailand (TH), Vietnam (VN) and the EU**

Timeframe: M1 – M4

Work package leader: University of Alicante (UA)

Desk research: All partners

Short description:

This WP serves as a reference point for the entire development and implementation of the project. It builds the basis for undertakings planned for the training and material development (WP2) and activities which need to be undertaken by the network (WP5). The main aims of the comparative analysis are:

- to get an overview of current standards in the area of sustainable tourism (ST) and innovative financial management strategies (IFMS),
- to examine the status-quo of current efforts in terms of ST and IFMS on a national basis,
- to compare undertaken efforts with EU standards,
- generated data will then be filed to a GAP report to identify potentials and capacities in the area of ST in TH and VT,
- to identify measures that can be implemented in partner countries to increase ST through the support of IFMS.

The following milestones are defined in the proposal:

	Deadline / Title	Language/s
1.1	December 2017: Status-quo analysis on the national tourism industry and sustainable tourism efforts	EN
1.2	January 2018: GAP report on sustainable tourism	EN
1.3	February 2018: Comparative report including guidelines of comparison and recommendations	EN
1.4	December 2017: Study visit in Graz	EN

#### STATUS:

The outcomes 1.1 and 1.4 were delayed but could be implemented and completed in the first project year as planned. The outcomes 1.2 and 1.3 were also delayed and could finally be completed in the period covered by the second interim report.

#### 1.1 Status-quo Analysis

A status-quo analysis and focus groups were implemented in all countries and partners sent their reports to the work package leader University of Alicante (UA). It can be said that the partners took the focus groups very seriously and partly the universities invited more participants to the focus groups than initially planned in the proposal. Therefore, the whole process took longer but also a lot of important data for the upcoming activities was gathered. In general, the documentation of the focus groups is very detailed incl. lists of attendance, pictures, focus group guidelines and focus group reports.

#### 1.2/1.3 GAP Report and Comparative Report

UA compiled this report which is based on the results gained through the status-quo analysis. The report is very elaborate and includes the main gaps in the participating countries as well as recommendations and key performance indicators in terms of successful and sustainable tourism. It identifies common strategies as well as different approaches when it comes to the implementation of sustainable tourism concepts and the application of innovative financial management concepts for funding tourism projects. It can be found at G-Drive and at the website.

#### 1.4 Study visit in Graz

The study visit was delayed from M2 to M5 and was held in Graz from March 1-2, 2018 following the Kick-off meeting from February 27-28, 2018. All organisational information such as agenda, photos, practical info, presentations etc. can be found on G-Drive.

#### Documentation status:

Any missing documents? <i>(If "yes" clarification follows)</i>	Yes <input type="checkbox"/>	No <input checked="" type="checkbox"/>
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**WP2. Capacity Building – Trainings for Trainers**

Timeframe: M5 – M13

Activity leader: Haaga-Helia University (HHU)

Participation in trainings: All partners

Revision of the documents: All partners

Short description:

The objective of this WP is to build know-how on sustainable tourism and innovative financial management strategies to improve capacities for more initiatives on the topics. The higher number of experts for sustainable tourism and innovative financial management will lead to a better education for students at the participating universities. The aim is to increase the level of knowledge among a greater number of representatives of the target groups. The knowledge acquired here will be applied during WP4 and 5.

The following milestones are defined in the proposal:

	Deadline / Title	Language/s
2.1	May 2018: Training plans and materials development	EN
2.2	November 2018: Human capacity building trainings	EN
2.3	November 2018: Internal workshops	EN, TH, VN

STATUS:

All outcomes in this work package were delayed but were implemented and completed in the second project year.

2.1 Training plans and materials development

Training topics were identified based on the focus groups and the status-quo analysis, partners and external stakeholders were asked about the relevance of the topics of the training and agreed to implement the training accordingly. Training plans and materials were developed by the EU partners. A train-the-trainer guide template was developed for the upcoming trainings. The training plans and training material for all four trainings can be found at G-Drive.

2.2 Human capacity building trainings

All four trainings were delayed from M8-M13 to M13-M18. The first training dealt with an "Introduction to sustainable tourism and its main characteristics" and took place in Hue (VN) from October 2-5, 2018.



The second training was about “A toolkit for sustainable tourism” and took place in HCMC (VN) from December 11-14, 2018.

The third training on “Innovative financial management strategies” took place in Phuket (TH) from January 21-25, 2019.

The fourth training about “How to implement a training centre” took place in Chonburi (TH) from March 25-29, 2019.

All relevant documentation of the four trainings incl. agendas, presentations, attendance lists and feedback reports can be found at G-Drive. Also, the translations for training 1-4 into Vietnamese and Thai can be found at G-Drive.

### 2.3 Internal workshops

The internal workshops were implemented between December 2018 and May 2019. During these workshops staff and students of the Faculties of Tourism at all participating partner universities but also other important stakeholders in the tourism industry were trained by those staff who attended the four human capacity trainings implemented by the EU partners. This way the project’s impact and the acquired knowledge could be multiplied. The documentation of the internal workshops (general workshop information, attendance lists, photos, etc.) can be found at G-Drive.

Documentation status:

Any missing documents? <i>(If "yes" clarification follows)</i>	Yes <input type="checkbox"/>	No <input checked="" type="checkbox"/>
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### WP3. Technical Instalment of the Competence Centres

Timeframe: M14 – M19

Activity leader: Hue University (HU) with the support of all EU partners

Instalment of competence centres: All university partners

Short description:

The objective of this WP is to develop and modernise technical capabilities of the seven partner country universities to enhance efficiency to spread the knowledge on sustainable tourism and innovative financial management strategies. After thorough technical needs identification, the necessary equipment will be purchased and installed and also tested if everything is in function as planned.

The following milestones are defined in the proposal:

	Deadline / Title	Language/s
3.1	December 2018: Technical needs identification	EN
3.2	April 2019: Purchase and instalment	EN
3.3	May 2019: Roll-out test	EN, TH, VN

#### STATUS:

The outcome 3.1 was delayed but could be completed in the second project year. The outcomes 3.2 and 3.3 were delayed since the tendering and purchasing procedure was more time-consuming than expected due to national and internal bureaucratic challenges. Moreover, the worldwide pandemic brought more delays to the purchasing of equipment and the opening of the centres.

#### 3.1 Technical needs identification

All partner universities in Thailand and Vietnam filled in detailed lists of equipment which should be purchased. These lists can be found at G-Drive.

#### 3.2 Purchase and instalment

The partner country universities were provided with an assessment grid which should facilitate the process of choosing the vendor with the best conditions. Moreover, the partner country universities were made familiar with the purchasing and tendering procedures of the EACEA. All partners have finished the purchasing and instalment process.

#### 3.3 Roll-out test

A report template was provided at G-Drive to give an overview of how the equipment of the competence centres was installed and when the centres were opened to the major stakeholders. The roll-out tests were organised as mini-events at each of the partner country universities to show the newly purchased technical capacities funded in the frame of an Erasmus+ project. The universities uploaded all information and documentation regarding the roll-out test and the opening of the Competence Centre to G-Drive:

Payap University – opening of center on June 12, 2019

Kasetsart University – opening of center on September 15, 2019

Hue University – opening of center on October 29, 2019

USSH Hanoi – opening of center on November 29, 2019

USSH HCMC – opening of center on February 29, 2020

Burapha University – opening of center on June 23, 2020

Prince of Songkla University – opening of center on August 22, 2020

Documentation status:

Any missing documents? (If "yes" clarification follows)	Yes <input type="checkbox"/>	No <input checked="" type="checkbox"/>
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#### WP4. Operational Instalment of the Competence Centres

Timeframe: M10 – M36

Activity leader: University of Social Sciences and Humanities – Vietnam National University Hanoi (USSH Hanoi) with the support of FH Joanneum (FHJ)

Instalment of competence centres: All university partners

Short description:

The main aim of this WP is to develop the competence centres for sustainable tourism and innovative financial management strategies which are going to be installed at the faculties of tourism at the partner country partners in TH and VN to foster first the concept of sustainable tourism in the target countries and second to increase the knowledge about funding possibilities of these sustainable tourism undertakings.

The following milestones are defined in the proposal:

	Deadline / Title	Language/s
4.1	October 2018: Official integration of the competence centres in the university structure	EN
4.2	May 2019: Operation, business, marketing and sustainability plan and definition of the liaisons	EN
4.3	October 2020: Operations of competence centres	EN, TH, VN

STATUS:

Due to the challenges in purchasing the equipment and hence opening the competence centres, the outcomes 4.1 to 4.3 were all delayed but could be finished during the project lifetime.

For the whole work package every partner country university got a European partner university assigned as liaison partner who gave support whenever needed.

#### 4.1 Official integration of the competence centres in the university structure

The partner universities signed an official confirmation letter for the integration of the TOURISM centres in the university structure attached to the Faculty of Tourism as well as a prolongation statement stating that the competence centres will be in place for at least two more years after the end of the project. There is a template available at G-Drive which was adapted and signed by all partner country universities.

#### 4.2 Operation, business, marketing and sustainability plan and definition of the liaisons

Templates for a business plan can be found at G-Drive. As part of this outcome each partner country university was assigned a European partner who supported in all tasks and open questions regarding the operational instalment of the competence centre. These liaisons enabled direct communication and exchange between partner countries and EU partners:

Hue University and Burapha University – Haaga-Helia University

USSH Hanoi and Kasetsart University – University of Alicante

USSH HCMC, Payap University and Prince of Songkla University – FH Joanneum

All partners finished their operation, business and marketing plans. The business plans can be found at G-Drive.

#### 4.3 Operations of competence centres

Staff and Students Selection:

In total each competence centre selected at least 2 academic staff members and 5 students who worked for the centre throughout the project duration and beyond. The staff members and students were selected according to pre-fixed proceedings and quality criteria. The academic staff and the students who work in the competence centres participated either at the capacity building trainings or in the internal workshops so that they have a good knowledge of the core topics of the competence centres. The templates as well as all other relevant documentation for the selection of staff and students can be found at G-Drive.

Counselling Sessions:

At each university at least 10 counselling sessions in different topics on sustainable tourism were implemented. The documents can be found at G-Drive.

Hue University – 10 sessions done

USSH Hanoi – 10 sessions done

USSH HCMC – 11 sessions done

Kasetsart University – 10 sessions done

Burapha University – 11 sessions done

Payap University – 14 sessions done

Prince of Songkla University – 10 sessions done

Student Exchange:

Due to COVID-19 the student exchanges between most universities could not be implemented as planned. The international student exchanges could only take place between the following universities:

Payap University sending students to USSH Hanoi (2-15 December 2019)

Hue University sending students to Payap University (2-15 February 2020)

The other partner universities organised national exchanges of students and an additional virtual tour through the international competence centres from the other partner universities:

Burapha University sending students to Prince of Songkla University (30 March – 12 April 2021)

Prince of Songkla University sending students to Burapha University (16 March – 29 March 2021)

USSH Hanoi sending students to USSH HCMC (20 March – 2 April 2021)

USSH HCMC sending students to USSH Hanoi (27 March – 9 April 2021)

Kasetsart University to Payap University (21 March – 3 April 2021)

Documentation status:

Any missing documents? <i>(If "yes" clarification follows)</i>	Yes <input type="checkbox"/>	No <input checked="" type="checkbox"/>
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**WP5. Network for National and Cross-country exchange**

Timeframe: M12 – M36

Activity leader: University of Alicante (UA)

Networking activities: All partners

Short description:

The objective of this WP is to establish a network for international exchange on sustainable tourism and innovative financial management strategies. The following activities were undertaken: training sessions for non-partner universities and all external stakeholders; cross-border conferences and a joint publication which shows the most essential project results and presents best practice examples.

The following milestones are defined in the proposal:

	Deadline / Title	Language/s
5.1	November 2018: Network establishment	EN, TH, VN
5.2	January 2019: Building network identity and knowledge transfer platform	EN, TH, VN
5.3	June 2020: Training sessions for non-partner universities and stakeholders	EN, TH, VN
5.4	June 2020: Two cross-border conferences	EN, TH, VN
5.5	October 2020: Joint publication	EN, TH, VN

#### STATUS:

Outcome 5.1 was implemented in the period covered by the second report. Outcomes 5.2 to 5.5 were delayed but completed until the project end.

#### 5.1 Network establishment

UA established the network and determined the network’s vision, mission and objectives. The UA also developed a Letter of Interest which defines the purpose, objectives, and areas of collaboration of this network. Furthermore, the network statutes were developed. All relevant documents can be found at G-Drive.

#### 5.2 Building network identity and knowledge transfer platform

To spread the information about the network, a logo was developed by the partnership. It was promoted via social media and the project website. Also, a poster and a folder were developed which can be found at G-Drive. The platform was developed with an external agency and can be also reached via the project website: <https://tourist.fh-joanneum.at/network/>. The network is mostly used by project partners and their colleagues.

#### 5.3 Training sessions for non-partners (external training)

The work package leader UA developed guidelines for training sessions for non-partner universities and stakeholders which can be found at G-Drive and partners organised these external trainings. All universities implemented the external trainings, and the documentation can be found at G-Drive.

#### 5.4 Three cross-border conferences

To enhance the visibility of the network and the project, three international conferences were organised in the project lifetime.

The first international conference “Sustainable Tourism Development: Lessons Learned for South East Asian Countries” took place in Hanoi, Vietnam from December 3-4, 2019. The consortium published a book of abstracts including 93 abstracts. The conference brought together 130 scholars, including 60 international scholars coming from 22 different countries

and territories. It created a forum for scholars and tourism researchers to exchange knowledge, research results and methods related to sustainable tourism in South East Asia in particular, and in other countries of the world in general, repositioning the position of regional tourism and re-acknowledging the role of Vietnam tourism in the region in the context of integration. All conference-related documents (incl. conference program and book of abstracts) can be found at G-Drive.

The second international conference on “Sustainable Tourism – Shaping a Better Future” took place in Bangkok from July 20-21, 2020 and was hosted by Kasetsart University. Approx. 100 scholars and professionals in tourism from Asia, Europe and North America attended the conference either in person (only from Thailand) or online to explore and discuss problems, solutions and issues related to sustainable tourism. 38 participants submitted a paper which was presented at the conference in person or online and which are also included in a book of abstracts. All conference-related documents (incl. conference program and book of abstracts) can be found at G-Drive.

The third TOURIST conference “Building Resilience in Uncertain Times” was hosted by the Faculty of Business Administration, Kasetsart University. The conference took place online from February 3-4, 2021. The goal of this conference was to provide a lively and informal platform where a variety of questions and ideas regarding sustainable tourism, the effects and problems of the COVID-19 pandemic on sustainable tourism, and the creative solutions for tourism industry recovery were presented and discussed by academics and other professionals in an interdisciplinary environment.

### 5.5 Joint publication

A joint publication with good practices and lessons learnt was compiled and can be found at G-Drive. It is a very comprehensive report covering topics such as Sustainable Tourism and Innovative Financial Management Strategies Practiced in Southeast Asia, the Impact of COVID-19 on Tourism, and an Outlook on the Way Forward after the COVID-19 Pandemic. It was also translated into Thai and Vietnamese language so that this has an added value to for dissemination of the project outputs.

Documentation status:

Any missing documents? <i>(If "yes" clarification follows)</i>	Yes <input type="checkbox"/>	No <input checked="" type="checkbox"/>
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## WP6. Dissemination and Exploitation

Timeframe: M1 – M36

Activity leader: Prince of Songkla University (PSU)

Dissemination activities: All partners

Short description:

The main objective is to establish a strategy for project dissemination and to largely enhance the visibility of the project and to reach a target group with appealing content.

The following milestones are defined in the proposal:

	Deadline / Title	Language/s
6.1	January 2018: Dissemination strategic plan	EN
6.1	October 2020: Continuous dissemination	EN
6.2	February 2018: Project Identity Development	EN

STATUS:

The dissemination strategic plan and the project identity kit were developed and presented to all partners for further dissemination at the beginning of the project. Dissemination was a continuous task and was worked on until the end of the project.

6.1 Dissemination strategic plan and continuous dissemination

A comprehensive plan and guideline for project dissemination and report templates were developed at the beginning of the project including a description of and a timeline for all planned dissemination activities.

In the dissemination reports all partners listed their dissemination activities, the reports can be found at G-Drive. The reports show the many ways and efforts of disseminating the project activities at the individual partner institutions.

In general dissemination of the project was good. On the Facebook account there were regular postings and a lot of interaction; the account has got 1093 followers (April 14, 2021). The TOURIST website could have been updated more often regarding news and the download section.

In addition to website and social media channels, partners developed promotional material such as folders, flyers, etc. which they distributed among staff and different stakeholders to increase the awareness of the project activities. The promotional material is available in English and was also translated into the local languages Thai and Vietnamese. All material can also be downloaded from the project website.

6.2 Project identity development

The project identity kit such as logo, project website (<https://tourist.fh-joanneum.at/>), Facebook account (<https://www.facebook.com/SustainableTourismSEA/>), folder and poster



was developed at the beginning of the project; all relevant documents can be found at G-Drive and at the website.

Documentation status:

Any missing documents? <i>(If "yes" clarification follows)</i>	Yes <input type="checkbox"/>	No <input checked="" type="checkbox"/>
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### WP7. Quality and Ethics Control

Timeframe: M1 – M36

Activity leader: Haaga-Helia University (HHU)

Quality assurance activities: All partners

Short description:

The main objective is to ensure the quality of project outputs and outcomes and minimise cultural barriers to ensure a high-quality implementation of the project and the main products.

The following milestones are defined in the proposal:

	Deadline / Title	Language/s
7.1	January 2018: Quality and Ethics Board (QEB) set up	EN
7.2	October 2020: Develop quality plan and feedback mechanism	EN
7.3	February 2018: Contingency Plan	EN

STATUS:

The outcomes 7.1 and 7.3 were fully implemented and completed in the first project year as well as the quality plan as one outcome of 7.2. Quality assurance was a continuous task until the end of the project.

#### 7.1 Quality and Ethics Board set up

For the quality and ethics board 1 member from each partner and 1 external expert were nominated in order to discuss project outputs and implementation as well as ethical issues and standards. The first online meeting of the QEB took place on November 19, 2018. It dealt with the following issues: discussion of feedback report of the first training, quality of outputs and the different culture-bound work processes and approaches.

The second QEB online meeting took place on May 6, 2019. During this meeting the project progress, quality of outputs and some measures for the sustainability of the project were discussed.

The third QEB online meeting was scheduled for November 11, 2019 and was used to discuss the project progress and the quality management of the project, in particular the feedback by the EACEA to the Technical Implementation Report submitted by FHJ was discussed.

In January 2020, WUS Austria held individual skype meetings with all Thai and Vietnamese partners in order to discuss open issues and questions on an individual basis. WUS Austria forwarded open questions to the coordinator which were then discussed and solved.

The fourth QEB online meeting was held on September 21, 2020. The main topics of this meeting were the project progress and a short overview on the status-quo of the project. The partners discussed the pending activities to successfully complete all project activities.

The minutes of all QEB online meetings can be found at G-Drive.

### 7.2 Develop quality plan and feedback mechanism

A quality plan for the entire project and feedback forms and questionnaires were developed to evaluate project progress and outputs and can be found at G-Drive. HHU as the internal quality assurance leader developed the quality plan with the support of the FHJ and the external quality assurance partner WUS Austria. The WP leader continuously worked on the internal quality assurance and evaluated all meetings accordingly. All project management meetings, the trainings and the cross-border conferences were evaluated; the evaluation feedback reports can be found at G-Drive. Also, the QA interim reports by the internal (Haaga-Helia University) and the external (WUS Austria) evaluators can be found at G-Drive.

### 7.3 Contingency Plan

A contingency plan (as part of the quality plan) was developed in the first project year to identify potential risks and to provide alternative measures to avoid delay.

Documentation status:

Any missing documents? <i>(If "yes" clarification follows)</i>	Yes <input type="checkbox"/>	No <input checked="" type="checkbox"/>
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## WP8. Project Management

Timeframe: M1 – M36

Activity leader: FH Joanneum (FHJ)

Project management activities: FHJ with the support of all partners

Short description:

The main objective of this WP is to ensure that project activities are executed according to work plan and according to the allocated budget. Moreover, regular reporting is very important in order to track and review project progress.

The following milestones are defined in the proposal:

	Deadline / Title	Language/s
8.1	October 2020: Project management and consortium meetings	EN
8.2	October 2020: Regular reporting	EN
8.3	January 2018: Partner contract development	EN

STATUS:

The outcome 8.3 was finally completed with a 6-month delay still in the first project year. The outcomes 8.1 and 8.2 were continuous tasks until the end of the project.

8.1 Project management and consortium meetings

The coordinator FHJ developed a project management handbook which gives a detailed description of work packages, the project GANTT chart, the main responsibilities of all partners, the suggested timetable for meetings and events, reporting deadlines and an overview of the final budget. The handbook is also available on G-Drive.

A management board (one member of each partner) was established to supervise project activities carried out in each higher education institution and to discuss next activities and outstanding issues during the consortium meetings.

Another important point in this WP was that there was one local coordinator in each partner country – one in Thailand and one in Vietnam – that acted as first contact point for the coordinator FHJ. In Thailand the local coordinator was the Prince of Songkla University and in Vietnam the Hue University.

Three planned partnership meetings were held in the first project year (Graz/AT, 02/2018; Hue/VN, 10/2018 and HCMC/VN, 12/2018).

In the second project year three more planned partnership meetings took place in Phuket/TH, 01/2019; in Pattaya/TH, 03/2019 and in Chiang Mai/TH, 03/2019.

Due to the outbreak of the COVID-19 pandemic, in the third project year only one physical meeting took place in Hanoi/VN, 12/2019, and according to the coordinator 6 online project management meetings took place. The documentation for the following online meetings can

be found at G-Drive: 04/2020; 05/2020; 07/2020; 11/2020; 02/2021; 03/2021 (see table below).

Representatives of all partner organisations participated in the meetings. The meetings are well documented on G-Drive.

For details concerning the documentation of the meetings see the table below:

Plan	Actual Date	Participation	Agenda	List of participants	Further documentation
Kick-off Meeting, combined with study visit	Graz/AT, 27/02/-02/03/2018	All	OK	OK	Agenda, presentations, pics, task list, evaluation report
1 <sup>st</sup> Training, combined with Interim Meeting	Hue/VN, 01-05/10/2018	All	OK	OK	Agenda, presentations, pics, evaluation report
2 <sup>nd</sup> Training, combined with 2 <sup>nd</sup> Consortium Meeting	HCMC/VN, 11-14/12/2018	All	OK	OK	Agenda, presentations, task list, evaluation report
3 <sup>rd</sup> Training combined with interim meeting	Phuket/TH, 21-25/01/2019	All	OK	OK	Agenda, presentations, task list, evaluation report
4 <sup>th</sup> Training combined with interim meeting	Pattaya/TH, 25-29/03/2019	All	OK	OK	Agenda, presentations, task list, evaluation report
3 <sup>rd</sup> Consortium Meeting	Chiang Mai / TH 12-14/06/2019	All	OK	OK	Agenda, presentations, task list, evaluation report
4 <sup>th</sup> Consortium Meeting combines with 1 <sup>st</sup> International Conference	Hanoi / VN 5-6/12/2019	All	OK	OK	Agenda, presentations, task list, evaluation report
Online meeting	02/04/2020	All	OK	OK	Agenda, presentation, task list
Online meeting	28/05/2020	All	OK	OK	Agenda, presentation, task list

Online meeting	08/07/2020	All	OK	OK	Agenda, presentation, task list
Online meeting	17-18/11/2020	All	OK	OK	Agenda, presentation, task list, pics
Online meeting	24-25/02/2021	All	OK	OK	Agenda, presentation, task list, pics
Online meeting	17/03/2021	All	OK	OK	Agenda, presentation, task list, pics

### 8.2 Regular reporting

Reporting templates and guidelines were developed by the coordinator in the first project year. Documents related to financial management are not uploaded to G-Drive since the coordinator FHJ wanted to respect the data protection of all partners. The reporting templates are available at G-Drive and instructions and support were regularly given by the coordinator.

### 8.3 Partner contract development

FHJ developed partner contracts to legally clarify the responsibilities of all partners and the coordinator. In these contracts financial aspects were clarified and payment modalities explained. All signed partner contracts can be found at G-Drive.

Documentation status:

Any missing documents? (If "yes" clarification follows)	Yes <input type="checkbox"/>	No <input checked="" type="checkbox"/>
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## Conclusion and final remarks

The project TOURIST was officially finalised on April 14, 2021 after a six-month prolongation. Due to the COVID-19 pandemic, some outputs and activities could not be realised as planned but the consortium found possibilities to implement the outputs in other ways (e.g., national student exchanges instead of international student mobilities; additional online meetings). In general, it can be therefore said that the project partners worked hard to successfully implement the outputs and to reach the objectives after all. The three main outputs capacity building, installing competence centres at the partner country universities, and creating a global network for international exchange on Sustainable Tourism and Innovative Financial Management Strategies in Southeast Asia could be reached.

The project activities were managed in a professional way due to the clear work programme, task lists and the even workload contribution among all partners. Partners communicated regularly through online channels and increased the number of meetings to keep in touch, knowing that face-to-face meetings would not be possible anymore during the project lifetime.

Project partners reported that there was much interest in the project activities and that there were many discussions ongoing, so the project idea in general and the specific project activities were relevant for the target groups. Through the trainings and workshops the number of experts on sustainable tourism, development capacities, and innovative financial management strategies could be increased.

Also, the consortium used the international conferences for further networking and for discussing future trends in tourism, especially since this sector has been hit extremely hard by the pandemic. The Joint Publication and the Conference Proceedings highlight some issues for the future which the consortium can also take as a starting point to sustainably use the project results. Also, the competence centres and the network will remain active after the project end so that the target groups of TOURIST and the greater society at large will still have full access to the project, its network and to the competence centres.