

# TOURIST

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

## External Evaluation

### First Interim Report for the period 15/10/2017 – 16/12/2018

Corresponding to: **WP7 – Quality Plan**

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This report takes into account all information and documents which were available on G-Drive and via e-mail by December 16, 2018.

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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 is promoted and managed by FH JOANNEUM GmbH, started in October 2017 and will be finalised in October 2020. TOURIST aims 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 will be funded by innovative financial management strategies to generate a long-term growth of sustainable tourism in Thailand and Vietnam.

The main project objectives are:

- 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 foresees internal and external quality assurance and evaluation, which are described in particular in work package 7 "Quality Plan".

The aim of external evaluation in the TOURIST project is to provide feedback to the project coordinator, the internal evaluator and partners concerning project progress, project results and reporting. The main aim is to contribute to high quality outputs. The results are three reports, the first provided in December 2018 (this report), the second in December 2019 and the third and final report in December 2020. This way the consortium can consider the recommendations of each report for the upcoming period.

The external evaluation work plan includes the following main components:

- a. Ongoing feedback and communication with the internal evaluator, project coordinator and selected consortium members as required
- b. 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.

At the end of each section the results are brought to the point by answering the question if immediate corrective measures / actions are necessary and which actions are proposed if the answer is "yes".

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/>) and communication with the internal evaluator, the coordinator and partners. The period addressed in this report is the first project year from October 2017 until October 2018.

## 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, which has been started in the first project year, is checked against the facts and promises in the application. A detailed description of each work package can be found in the TOURIST PROJECT DESCRIPTION on G-Drive. In the tables with the milestones, background colours are used: green - "completed"; orange - "should have been completed, but still under progress"; red - "should have been completed, but not available/not visible"; no colour - "ongoing activity – deadline in the future".

In general, it has to be said that 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 whole time plan had to be adapted accordingly. However, it can be clearly seen that the coordinator and the whole consortium are striving hard to catch up the delay.

### **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 period covered by this report. The outcomes 1.2 and 1.3 are still not available since partners have not yet delivered all necessary data.

#### 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. The documentation of UA is not available at G-Drive.

#### 1.2 GAP Report

UA is in the process of compiling the gap report based on the results gained through the status-quo analysis. The report should identify 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. However, not all partners have yet delivered all necessary data and therefore the report could not be finished and has got a considerable delay now. It is supposed to be finalised until the end of January 2019.

#### 1.3 Comparative Report

The Comparative Report should draw conclusions from the two previous steps and should outline which skills are most needed. It should also give recommendations and key performance indicators in terms of successful and sustainable tourism. However, since the gap report has not yet been completed, also the comparative report could not be finalised. It is also due until the end of January 2019.

#### 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.

Recommendations/Reminders concerning reporting:

- It is of utmost importance that all project partners make sure to keep set deadlines and work hard on the scheduled activities in order not to endanger the project progress.

Immediate corrective Actions necessary? <i>(If "yes" clarification follows)</i>	Yes <input checked="" type="checkbox"/>	No <input type="checkbox"/>
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UA has to upload the missing documentation of the focus groups to G-Drive. Respective partners have to send their outstanding data so that the GAP report and the comparative report can be finished and uploaded to G-Drive until the end of January 2019.

## 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 WP are delayed. The outcomes 2.1 and 2.2 are ongoing activities. Outcome 2.3 is an upcoming activity and will be finished by March 2019 according to the adapted work programme which was necessary due to the initial delay mentioned above.

#### 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 are being developed by the EU partners. A train-the-trainer guide template was developed for the upcoming trainings. Further, partners were informed about the pre-requisites of the trainees and reported back to EU partners who they were going to send to the trainings. The training plans and training materials for the first training (October 2018) can be found at G-Drive.

#### 2.2 Human capacity building trainings

All four trainings have been 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. All relevant documentation incl. agenda, presentations and feedback report can be found at G-Drive.

The second training on "Impacts of sustainable tourism on economics, environment and society and presentation of good practices" took place in HCMC (VN) from December 11-14, 2018. The agenda, some organisational information, list of participants, presentations and the task list can already be found at G-Drive. The complete documentation was not yet available at the submission deadline (December 16) of this external QA report.

The third training is planned in Phuket (TH) from January 21-25, 2019 and the fourth training will take place in Chonburi (TH) from March 25-29, 2019.

#### 2.3 Internal workshops

The internal workshops will be delayed from M10 to M15/M16 (December 2018/January 2019) and from M13 to M19 (April 2019) due to the adapted work programme.

Recommendations/Reminders concerning reporting:

Immediate corrective Actions necessary? (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:

The outcome 4.1 is delayed and should be finished until January 2019. The outcomes 4.2 and 4.3 are due at a later date.

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

The signing of the 7 official confirmation letters for the integration of the TOURISM centres in the university structure attached to the Faculty of Tourism and of the 7 prolongation statements stating that the competence centres will be in place for at least two more years

after the end of the project, has been delayed. There is a template available at G-Drive which will have to be adapted and signed by the partner country universities until January 2019.

Recommendations/Reminders concerning reporting:

- All partners should make sure to upload confirmation letters and the prolongation statements to G-Drive to have a complete and consistent documentation of the work packages and thus the project progress.

Immediate corrective Actions necessary? (If "yes" clarification follows)	Yes <input checked="" type="checkbox"/>	No <input type="checkbox"/>
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Confirmation letters and prolongation statements have to be uploaded by all responsible partners until January 2019.

## 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. Also, dissemination is a continuous task and will be worked on until the end of the project.

**6.1 Dissemination strategic plan**

A comprehensive plan and guideline for project dissemination and report templates were developed including a description of and a timeline for all planned dissemination activities. This plan will have to be updated regularly if necessary.

The first dissemination report by all partners for the reporting period from 15/10/2017 – 31/07/2018 can be found at G-Drive. It shows the many different ways and efforts of disseminating the project activities and progress. The second dissemination report is due until March 2019 and will then be uploaded to G-Drive.

**6.2 Project identity development**

The project identity kit such as logo, project website, Facebook account, folder and poster has been developed; all relevant documents can be found at G-Drive but not yet at the website.

**Recommendations/Reminders concerning reporting:**

- All partners should maintain their efforts of continuously and regularly disseminating the project results and outcomes and listing them in the provided dissemination template. Also, promotion material, the website and the social media profile have to be updated regularly to inform about the progress made within the project.

Immediate corrective Actions necessary? <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 are fully implemented and completed in the period covered by this report. The quality plan as one outcome of 7.2 has been developed but quality assurance is also 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 have been nominated in order to discuss project outputs and implementation as well as ethical issues and standards. The first online meeting of the QEB had to be postponed and finally 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. It was agreed upon that these issues would also be tackled again during the next personal meeting in HCMC in December 2018. Moreover, it was agreed upon that an additional online QEB meeting would already take place in April 2019.

7.2 Develop quality plan and feedback mechanism

A quality plan for the entire project and feedback forms and questionnaires have been developed in order to evaluate project progress and outputs and can be found at G-Drive. HHU as the internal quality assurance leader has developed the quality plan with the support of the FHJ and the external quality assurance partner WUS Austria. The WP leader is continuously working on the internal quality assurance and also evaluates all meetings accordingly. So far the kick-off meeting incl. study visit and the first training have been evaluated; the evaluation feedback reports can be found at G-Drive.

7.3 Contingency Plan

A contingency plan (as part of the quality plan) has been developed in order to identify potential risks and to provide alternative measures to avoid delay.

Recommendations/Reminders concerning reporting:

- All partners should take quality assurance seriously; also it is important that every partner takes part in the scheduled QEB online meetings in order to discuss the project progress and potential problems.

Immediate corrective Actions necessary? (If "yes" clarification follows)	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. The outcomes 8.1 and 8.2 are 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) has been established to supervise project activities carried out in each higher education institution and to discuss next activities and outstanding issues during the consortium meetings. The first online Management Board Meeting took place on November 6, 2018. Another important point in this WP is that there is one local coordinator in each partner country – one in Thailand and one in Vietnam – that acts as first contact point for the coordinator FHJ. In Thailand the local coordinator is the Prince Songkla University and in Vietnam the Hue University.

Three planned partnership meetings were held in the addressed period (Graz/AT, 02/2018; Hue/VN, 10/2018 and HCMC/VN, 12/2018). Representatives of all partner organisations participated in the meetings. The meetings are mostly well documented on G-Drive; however, for the kick-off meeting most partner intro presentations are missing. Due to the fact that the third meeting just took place a few days before the submission deadline (December 16) of this external QA report, not all information (pictures, evaluation report) are yet available.

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 2 <sup>nd</sup> Consortium Meeting	Hue / VN, 01-05/10/2018	All	OK	OK	Agenda, presentations, pics, evaluation report
2 <sup>nd</sup> Training, combined with 3 <sup>rd</sup> Consortium Meeting in M	HCMC / VN, 11-14/12/2018	All	OK	OK	Agenda, presentations, task list

## 8.2 Regular reporting

Reporting templates and guidelines have been developed by the coordinator and are also available on G-Drive. The first training in Hue was also used to check the financial reporting by all partners until then. Documents related to financial management are not uploaded to G-Drive since the coordinator FHJ would like to respect the data protection of all partners.

### 8.3 Partner contract development

FHJ has developed partner contracts to legally clarify the responsibilities of all partners and the coordinator. In these contracts financial aspects have been clarified and payment modalities explained. The signing of these partner contracts was delayed for several months but was finally signed by all partners and thus the first instalment could be transferred to all partner bank accounts.

#### Recommendations/Reminders concerning reporting:

- In general it is important that all partners keep the set deadlines, prepare all documentation that is necessary for the project progress and also upload all relevant documents to G-Drive.

Immediate corrective Actions necessary? <i>(If "yes" clarification follows)</i>	Yes <input checked="" type="checkbox"/>	No <input type="checkbox"/>
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Respective partners have to upload their intro presentations for the kick-off meeting.



## Target group involvement / focus

(Focus / Impact on target group/s)

The project was successful in early involving stakeholders. Given the fact that there are also company partners involved and the HEI partners have a very strong network, it is definitely possible to get in touch with the target groups. This was not only done during the Focus Groups but also in internally organised dissemination events which were well visited. Also, the important stakeholders of the project are very active on using the Facebook account and a lot of interaction is going on there.

The project’s core topics and the newly gained insights through the human capacity trainings have already been integrated into student courses at two partner universities. The HHU in Finland offered a course on “Responsible development of Tourism Destinations” for 30 bachelor students and at the PSU 45 students took part in the course “Ecotourism as a tool for sustainable tourism”.

Partners report that there is much interest in the project activities and that there are many discussions ongoing, so the project idea in general and the specific project activities are relevant for the target groups. The project shows that sustainable tourism is an important topic.

Immediate corrective Actions necessary? <i>(If "yes" clarification follows)</i>	Yes <input type="checkbox"/>	No <input checked="" type="checkbox"/>
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## Progress in general

(Major deviations, Risks)

There is a considerable delay of around 11 months which means that the main outcomes of work package 1 – Gap Report and Comparative Report – are not yet available. This is partly due to the late signing of the grant agreement which hindered many partners to start working on the project properly and partly due to the late provision of necessary data by some partners. The project consortium should do everything in their power to catch up with this delay. According to the project coordinator, activities are therefore starting simultaneously, especially the equipment purchase and the activities planned in WP4. This is important to make sure that all activities are implemented until the end of the project period. With the task lists generated in each consortium meeting, the plan of catching up is clearly defined. In general it can be seen that the consortium tries hard to catch up the delay.

In general, outputs created to far are of good quality. This is also regularly checked during the meetings of the Management Board and the Quality and Ethics Board, so overall we see the project on track.

According to the project coordinator, communication is working well in general. With some partners better than with others, given their communication style. Generally, partners prefer to solve issues through e-mail and phone. However, there is room for improvement regarding the timely communication and the prompt reaction to changes.

Concerning dissemination activities it can be seen that partners are very active, e.g. on the Facebook account of the project or during individual dissemination events at the home institutions.

When it comes to document management, every individual partner should take care to upload all relevant documents to the internal management platform G-Drive. It is important that all files are correctly located on G-Drive and that it is ensured that the final versions of promised deliverables are also visible as such.

Immediate corrective Actions necessary? <i>(If "yes" clarification follows)</i>	Yes <input checked="" type="checkbox"/>	No <input type="checkbox"/>
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Respective partners have to send their outstanding data in work package 1 so that the outcomes can be finally completed.

## Summary and recommendations

In general, the project TOURIST seems on a good way to reach its mission. The project has developed training plans and training material for the first two human capacity building trainings. The project activities overall seem well managed thanks to the clear work programme and the ambitious contribution among all partners. However, there has been a considerable delay in work package 1 which partly also delayed the subsequent work packages. The consortium has to make sure that this delay can be caught up.

In the following the specific recommendations/suggestions mentioned above are summarised again:

- **WP1:** UA has to upload the missing documentation of the focus groups to G-Drive. Respective partners have to send their outstanding data so that the GAP report and the comparative report can be finished and uploaded to G-Drive until the end of January 2019.
- **WP4:** Confirmation letters and prolongation statements have to be uploaded by all responsible partners until January 2019.
- **QA:** It is important that one member of each partner takes part in the scheduled QEB online meetings.
- **PM:** Respective partners have to upload their intro presentations for the kick-off meeting.

Additionally, here are some general recommendations which all partners, especially from Thailand and Vietnam, should pay attention to in the upcoming two project years:

- The consortium has to make sure that the **delay of about 6 months** can be caught up as soon as possible and that in the upcoming project years there will not be another considerable delay in the project activities.
- **Timely communication among all partners and prompt reaction** to e-mails from the project coordinator are a key to the project's success; prompt communication is of utmost importance and all team members have to address delays or any other potential risks as soon as possible.
- **Meeting deadlines and appointments is essential;** it is important that everybody takes set deadlines and appointments very seriously and delivers the necessary data as scheduled in order not to endanger the project progress.

- Partners from Thailand and Vietnam have **to be more proactive** when it comes to the implementation of the work programme.
- The **national coordinator has a significant function**; national coordinators Hue University and Prince of Songkla University therefore have to take this role seriously and have to make sure that all partners provide the tasks and outputs in their respective countries in time and of high quality.
- All universities in Thailand and Vietnam have to make sure that all outputs and results are of the **highest quality possible**.
- Partners in Thailand and Vietnam have to be aware that they are the beneficiaries of this project and therefore also **responsible for the development and implementation of the project outcomes** (the European partners are, of course, giving inputs and supporting in this task).
- It is essential that every individual partner uploads all relevant reports and documents under the correct section at the **internal platform G-Drive** to have a complete documentation of the project and thus the progress.

Please be aware that these recommendations target the whole partnership and not only the management or quality assurance partners. Communication, reporting, contribution in general always need the sender and the recipient. This means that EVERY individual partner, for example, has to update document management on G-Drive or respect deadlines and appointments. Not only the project management can and should act but each individual partner has to make an effort so that the project can be finished successfully.

Since TOURIST is a three-year project, there is no immediate risk that this project will not be completed successfully. However, it is important that the consortium makes sure that the work packages are implemented according to the project plan – not only content-wise but also in due time – and that all partners work hard on the upcoming activities in the second project year.