

แบบฟอร์มการขอเสนอวาระเข้าที่ประชุม
คณะกรรมการประจำคณะกรรมการบริการและการท่องเที่ยว
เรื่อง พิจารณาสับสนุนงบประมาณ Co-Financing (INNO4Tourism)

ความเป็นมา

ตามที่มหาวิทยาลัยสงขลานครินทร์ได้รับทุนสนับสนุนให้จาก Erasmus+ ประจำปี 2567 – 2569 ระหว่างวันที่ 1 ธันวาคม 2566 – 30 พฤศจิกายน 2569 (36 เดือน) นั้น ทั้งนี้ มหาวิทยาลัยฯ ได้มอบหมายให้คณะกรรมการบริการและการท่องเที่ยว เป็นผู้รับผิดชอบโครงการ EU Erasmus+ Project: Innovative Curricula for Life-Long Learning of Sustainable Tourism Workforce Project (INNO4Tourism) โดยมีผู้ช่วยศาสตราจารย์ ดร.ตติยาพร จารุมณีรัตน์ เป็นหัวหน้าโครงการดังกล่าว

ขั้นตอนที่ได้ดำเนินการไปแล้ว

1. ได้ดำเนินการเซ็นสัญญาระหว่างมหาวิทยาลัยสงขลานครินทร์โดยอธิการบดีกับ EU Erasmus+
2. ประชุมทีมคณะทำงาน

ข้อมูลประกอบเพื่อพิจารณา

1. เอกสารโครงการ พร้อมงบประมาณ
2. GRANT AGREEMENT

ประเด็นพิจารณา

1. ของงบประมาณสนับสนุน Co-Financing จากเงินรายได้คณะกรรมการบริการและการท่องเที่ยว จำนวนเงิน 375,277.50 บาท
2. ขอพิจารณาห้อง Internship Office เป็น Career Office

**โครงการ EU Erasmus+ Project: Innovative Curricula for Life-Long Learning of Sustainable
Tourism Workforce Project (INNO4Tourism)**

คณะกรรมการบริการและการท่องเที่ยว มหาวิทยาลัยสงขลานครินทร์ วิทยาเขตภูเก็ต

1. หลักการและเหตุผล

โครงการ Innovative Curricula for Life-Long Learning of Sustainable Tourism Workforce Project (INNO4Tourism) เป็นโครงการระยะเวลา 3 ปี (1 ธันวาคม 2566 – 30 พฤศจิกายน 2569) ที่คณะกรรมการบริการและการท่องเที่ยว มหาวิทยาลัยสงขลานครินทร์ วิทยาเขตภูเก็ตได้รับทุนจากโครงการ Erasmus+ ภายใต้การเสริมสร้างศักยภาพในการดำเนินการอุดมศึกษา โดยมีวัตถุประสงค์หลักในการสนับสนุนการดำเนินงานของสถาบันอุดมศึกษาในประเทศลาวและประเทศไทย เพื่อเพิ่มขีดความสามารถของนักศึกษาและบุคลากรในการทำงานในภาคอุตสาหกรรมการท่องเที่ยว รวมถึงเพิ่มความตระหนักรู้เกี่ยวกับการพัฒนาอย่างยั่งยืน โดยคณะกรรมการบริการและการท่องเที่ยว มหาวิทยาลัยสงขลานครินทร์ วิทยาเขตภูเก็ตได้รับมอบหมายในฐานะผู้ประสานงานหลักของโครงการฯ และผลลัพธ์ที่สำคัญของโครงการฯ ประกอบด้วยการจัดตั้ง Career Office ในมหาวิทยาลัยในประเทศลาวและประเทศไทย จำนวน 4 แห่งเพื่อเป็นกลไกในการเชื่อมโยงภาคการศึกษาและภาคอุตสาหกรรมการท่องเที่ยว (University-Business Cooperation (UBC) mechanisms) และการพัฒนา Online Module ที่เกี่ยวกับการบริหารจัดการการท่องเที่ยวและบริการ จำนวน 8 รายวิชา ซึ่งโดยรวมของโครงการฯ ได้รับงบประมาณสนับสนุนทั้งหมด 748,055 Euro (ประมาณ 29 ล้านบาท) ซึ่งจะต้องจัดสรรให้มหาวิทยาลัยและหน่วยงานในโครงการทั้งหมด 9 หน่วยงาน

หน่วยงาน	งบประมาณที่ได้รับจัดสรร (Euro)	บาท
Prince of Songkla University	121,990	4,725,893
Chiang Mai University	86,840	3,364,182
National University of Laos	65,444	2,535,301
Savannakhet University	55,610	2,154,331
University of Macedonia	93,749	3,631,836
Symplexis	99,564	3,857,109
University of Study of Palermo	95,793	3,711,021
CESIE	94,773	3,671,506
Phuket Tourist Association	34,292	1,328,472
รวม	748,055	28,979,651

หมายเหตุ อัตราการแลกเปลี่ยน 1 Euro = 38.74 บาท (ณ วันที่ 24 มกราคม 2567)

โดยคณะฯ ได้รับจัดสรรงบประมาณดังรายละเอียดต่อไปนี้

งบประมาณที่คณะฯ ได้รับจัดสรร	Amount (EUR)	บาท
Work Package 1 Project management, reporting and evaluation	35,347	1,369,343
Work Package 2 Identification of skills demand in sustainable tourism	8,383	324,758
Work Package 3 Capacity building of staff in HEIs	24,361	943,745
Work Package 4 Piloting of University – Business sector cooperation mechanism in sustainable tourism	21,287	824,658
Work Package 5 Development and piloting of the new Curricula on Sustainable Tourism	19,915	771,507
Work Package 6 Dissemination and Exploitation	12,697	491,882
รวม	121,990	4,725,893

หมายเหตุ อัตราการแลกเปลี่ยน 1 Euro = 38.74 บาท (ณ วันที่ 24 มกราคม 2567)

ดังข้อกำหนดที่ระบุใน Agreement ของโครงการฯ โครงการ Erasmus+ จะจัดสรรงบประมาณในการจัดซื้ออุปกรณ์เพื่อใช้ในศูนย์ Career Office ดังรายการดังต่อไปนี้

รายการสนับสนุนจากโครงการ Erasmus ที่คณะฯ จะได้รับ	Amount Excluding VAT (EUR)	บาท
4 PCs / Laptops for the Career Office	3,200.00	123,968.00
1 Copying - printing - scanning machine for the Career Office	400.00	15,496.00
1 Video conference system	1,000.00	38,740.00
4 Software licenses	1,200.00	46,488.00
4 Office desk and chair sets x 600	2,400.00	92,976.00
Library	800.00	30,992.00
รวม	9,000.00	348,660.00

หมายเหตุ อัตราการแลกเปลี่ยน 1 Euro = 38.74 บาท (ณ วันที่ 24 มกราคม 2567)

และคณะฯ สามารถปรับเปลี่ยนรายการอุปกรณ์ได้หากพิจารณาว่าเหมาะสม

ทั้งนี้ ภายใต้ข้อกำหนดดังกล่าว คณะฯ สามารถสนับสนุนการดำเนินการโครงการดังกล่าว (Co-financing) ทางซึ่งคณะทีมงานของโครงการฯ ขอเสนอรายการเพื่อขอรับพิจารณางบประมาณสนับสนุนเพื่อดำเนินการกิจกรรมดังต่อไปนี้

รายละเอียด		บาท
Organisation of the first interim project meeting (catering, venue, print outs etc.)	การจัดประชุมติดตามความก้าวหน้าของโครงการ	9,622.5
1-day final project meeting	การจัดประชุมสรุปโครงการ	9,622.5
Organisation of the 3-day national training for HEI researchers and staff, and industry representatives in Phuket	การประชุมอบรมมหาวิทยาลัยต่าง ๆ เกี่ยวกับการเขียนโครงการเพื่อขอรับงบประมาณ	9,622.5
Organisation of the launch event for the Career Office	การจัดงานแถลงข่าวและพิธีเปิดการจัดตั้ง Career Office	38,490
Organisation and delivery of the final conference and promotional events of the Project	การจัดงานประชุมทางวิชาการและกิจกรรมประชาสัมพันธ์โครงการ	307,920
รวม		375,277.50

ในการนี้ เพื่อให้การดำเนินการโครงการฯ ให้บรรลุประสพผลสำเร็จ ทางผู้รับผิดชอบโครงการฯ จึงเรียนมาเพื่อขอความอนุเคราะห์คณะฯ สนับสนุนโครงการฯ ดังรายละเอียด

- 1) งบประมาณ Co-financing รวมทั้งหมด 375,277.50 บาท
- 2) ขอพิจารณาห้อง Internship Office เป็น Career Office



EUROPEAN EDUCATION AND CULTURE EXECUTIVE AGENCY (EACEA)

EACEA.A – Erasmus+, EU Solidarity Corps
A.4 – International Capacity Building

GRANT AGREEMENT

Project 101129247 — INNO4Tourism

PREAMBLE

This **Agreement** ('the Agreement') is **between** the following parties:

on the one part,

the **European Education and Culture Executive Agency (EACEA)** ('EU executive agency' or 'granting authority'), under the powers delegated by the European Commission ('European Commission'),

and

on the other part,

1. 'the coordinator':

PRINCE OF SONGKLA UNIVERSITY (PSU), PIC 948725961, established in KANJANAWANICH ROAD 15, HATYAI 90110, Thailand,

and the following other beneficiaries, if they sign their 'accession form' (see Annex 3 and Article 40):

2. **CHIANG MAI UNIVERSITY (CMU)**, PIC 998378030, established in HUAY KAEW ROAD 238, CHIANG MAI 50200, Thailand,

3. **NATIONAL UNIVERSITY OF LAOS (NUOL)**, PIC 984078484, established in DONG DOK CAMPUS, VIENTIANE NA, Laos,

4. **SAVANNAKHET UNIVERSITY (SKU)**, PIC 923006411, established in NAXENG CAMPUS NAXENG VILLAGE KAISONPHOMVIHANH DISTRICT SAVANNAKHET PROVINCE, KAISONHOMVIHANH, Laos,

5. **UNIVERSITY OF MACEDONIA (UOM)**, PIC 999874352, established in EGNATIA STREET 156, THESSALONIKI 540 06, Greece,

6. **SYMPLEXIS (SYMPLEXIS)**, PIC 907491843, established in KATECHAKI 7, ATHENS 11525, Greece,

7. **UNIVERSITA DEGLI STUDI DI PALERMO (UNIPA)**, PIC 999734284, established in PIAZZA MARINA 61, PALERMO 90133, Italy,



8. **CESIE (CESIE)**, PIC 949677628, established in VIA BENEDETTO LETO 1, TRAPPETO 90040, Italy,

9. **PHUKET TOURIST BUSINESS ASSOCIATION (PTA)**, PIC 883513734, established in NO. 73-75 PHUKET ROAD MUANG DISTRIC, PHUKET, Thailand,

Unless otherwise specified, references to ‘beneficiary’ or ‘beneficiaries’ include the coordinator and affiliated entities (if any).

If only one beneficiary signs the grant agreement (‘mono-beneficiary grant’), all provisions referring to the ‘coordinator’ or the ‘beneficiaries’ will be considered — mutatis mutandis — as referring to the beneficiary.

The parties referred to above have agreed to enter into the Agreement.

By signing the Agreement and the accession forms, the beneficiaries accept the grant and agree to implement the action under their own responsibility and in accordance with the Agreement, with all the obligations and terms and conditions it sets out.

The Agreement is composed of:

Preamble

Terms and Conditions (including Data Sheet)

Annex 1 Description of the action¹

Annex 2 Estimated budget for the action

Annex 3 Accession forms (if applicable)²

Annex 3a Declaration on joint and several liability of affiliated entities (if applicable)³

Annex 4 Model for the financial statements

Annex 5 Specific rules (if applicable)

¹ Template published on [Portal Reference Documents](#).

² Template published on [Portal Reference Documents](#).

³ Template published on [Portal Reference Documents](#).



TERMS AND CONDITIONS

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DATA SHEET

1. General data

Project summary:

Project summary
The project “INNO4Tourism” aims to contribute to the alignment of HEIs in Thailand and Lao PDR with the hospitality and tourism labour market so that the employability of students is enhanced via the establishment of University-Business Cooperation (UBC) mechanisms and the development of innovative curricula on sustainable tourism through the implementation of the following activities: - Primary and secondary research on skills demand and gaps in current hospitality and identification of required skills and knowledge - Capacity building of HEIs’ staff: [a]. a Training Programme on setting up UBC mechanisms and holistic career services, [b]. a Curriculum Development course (Training of Trainers programme), [c]. Training of teaching staff on the new Curricula on Sustainable Tourism - Piloting of UBC mechanisms - Development and piloting of the new curricula on sustainable tourism - Promotion of the importance of UBC and innovative curricula on sustainable tourism The project’s main outputs will be: - 1 Transnational Report on skills demand and gaps of hospitality and tourism workforce and recommendations for curriculum development - 8 courses on sustainable tourism - 1 Training Programme on setting up UBC mechanisms - 1 ToT programme on curriculum development - 1 Training Programme on the new curricula - 4 career offices - 1 Final Exploitation and Sustainability Plan Over 40.000 persons (HEIs’ students and staff, policy-makers, local actors and communities) are expected to benefit from the project, including: - 132 members of the HEIs’ staff with updated knowledge and skills in sustainable tourism, know-how of setting up UBC mechanisms (80 mid-management/administrative staff), developing innovative curricula and acquiring learner-centred teaching methods and techniques (52 academic staff) - 240 students trained on sustainable tourism and 165 students further enhancing their employability via placements - 120 employees upskilled and up-to-date with market demands

Keywords:

- Promotion of employability
- Curriculum design and development
- environmental sustainability
- Sustainable tourism

Project number: 101129247

Project name: Innovative Curricula for Life-Long Learning of Sustainable Tourism Workforce

Project acronym: INNO4Tourism

Call: ERASMUS-EDU-2023-CBHE

Topic: ERASMUS-EDU-2023-CBHE-STRAND-2

Type of action: ERASMUS Lump Sum Grants

Granting authority: European Education and Culture Executive Agency

Grant managed through EU Funding & Tenders Portal: Yes (eGrants)

Project starting date: first day of the month following the entry into force date

Project end date: starting date + months of duration

Project duration: 36 months

Consortium agreement: Yes

2. Participants

List of participants:

N°	Role	Short name	Legal name	Ctry	PIC	Max grant amount
1	COO	PSU	PRINCE OF SONGKLA UNIVERSITY	TH	948725961	121 990.00
2	BEN	CMU	CHIANG MAI UNIVERSITY	TH	998378030	86 841.00



N°	Role	Short name	Legal name	Ctry	PIC	Max grant amount
3	BEN	NUOL	NATIONAL UNIVERSITY OF LAOS	LA	984078484	65 443.00
4	BEN	SKU	SAVANNAKHET UNIVERSITY	LA	923006411	55 610.00
5	BEN	UOM	UNIVERSITY OF MACEDONIA	EL	999874352	93 750.00
6	BEN	SYMPLEXIS	SYMPLEXIS	EL	907491843	99 562.00
7	BEN	UNIPA	UNIVERSITA DEGLI STUDI DI PALERMO	IT	999734284	95 793.00
8	BEN	CESIE	CESIE	IT	949677628	94 773.00
9	BEN	PTA	PHUKET TOURIST BUSINESS ASSOCIATION	TH	883513734	34 292.00
Total						748 054.00

Coordinator:

– PRINCE OF SONGKLA UNIVERSITY (PSU)

3. Grant**Maximum grant amount, total estimated eligible costs and contributions and funding rate:**

Maximum grant amount (Annex 2)	Maximum grant amount (award decision)
748 054.00	748 054.00

Grant form: Lump Sum

Grant mode: Action grant

Budget categories/activity types: Lump sum contributions

Cost eligibility options: n/a

Budget flexibility: No

4. Reporting, payments and recoveries**4.1 Continuous reporting** (art 21)

Deliverables: see Funding & Tenders Portal Continuous Reporting tool

4.2 Periodic reporting and payments

Reporting and payment schedule (art 21, 22):

Reporting					Payments	
Reporting periods			Type	Deadline	Type	Deadline (time to pay)
RP No	Month from	Month to				
					Initial prefinancing	30 days from entry into force/ financial guarantee (if required) – whichever is the latest
					Final payment	90 days from
1	1	36	Periodic report	60 days after end of reporting period		

Reporting					Payments	
Reporting periods			Type	Deadline	Type	Deadline (time to pay)
RP No	Month from	Month to				
						receiving periodic report

Prefinancing payments and guarantees:

Prefinancing payment		Prefinancing guarantee		
Type	Amount	Guarantee amount	Division per participant	
Prefinancing 1 (initial)	523 637.80	n/a	1 - PSU	n/a
			2 - CMU	n/a
			3 - NUOL	n/a
			4 - SKU	n/a
			5 - UOM	n/a
			6 - SYMPLEXIS	n/a
			7 - UNIPA	n/a
			8 - CESIE	n/a
			9 - PTA	n/a

Reporting and payment modalities (art 21, 22):

Mutual Insurance Mechanism (MIM): No

Restrictions on distribution of initial prefinancing: The prefinancing may be distributed only if the minimum number of beneficiaries set out in the call conditions (if any) have acceded to the Agreement and only to beneficiaries that have acceded.

Interim payment ceiling (if any): 100% of the maximum grant amount

No-profit rule: n/a

Late payment interest: ECB + 3.5%

Bank account for payments:

5653000221

Conversion into euros: n/a

Reporting language: Language of the Agreement

4.3 Certificates (art 24): n/a**4.4 Recoveries** (art 22)**First-line liability for recoveries:**

Beneficiary termination: Beneficiary concerned

Final payment: Coordinator

After final payment: Beneficiary concerned



Joint and several liability for enforced recoveries (in case of non-payment):

Limited joint and several liability of other beneficiaries — up to the maximum grant amount of the beneficiary

Joint and several liability of affiliated entities — n/a

5. Consequences of non-compliance, applicable law & dispute settlement forum

Applicable law (art 43):

Standard applicable law regime: EU law + law of Belgium

Dispute settlement forum (art 43):

Standard dispute settlement forum:

EU beneficiaries: EU General Court + EU Court of Justice (on appeal)

Non-EU beneficiaries: Courts of Brussels, Belgium (unless an international agreement provides for the enforceability of EU court judgements)

6. Other

Specific rules (Annex 5): Yes

Standard time-limits after project end:

Confidentiality (for X years after final payment): 5

Record-keeping (for X years after final payment): 5 (or 3 for grants of not more than EUR 60 000)

Reviews (up to X years after final payment): 5 (or 3 for grants of not more than EUR 60 000)

Audits (up to X years after final payment): 5 (or 3 for grants of not more than EUR 60 000)

Extension of findings from other grants to this grant (no later than X years after final payment): 5 (or 3 for grants of not more than EUR 60 000)

Impact evaluation (up to X years after final payment): 5 (or 3 for grants of not more than EUR 60 000)

CHAPTER 1 GENERAL

ARTICLE 1 — SUBJECT OF THE AGREEMENT

This Agreement sets out the rights and obligations and terms and conditions applicable to the grant awarded for the implementation of the action set out in Chapter 2.

ARTICLE 2 — DEFINITIONS

For the purpose of this Agreement, the following definitions apply:

Actions — The project which is being funded in the context of this Agreement.

Grant — The grant awarded in the context of this Agreement.

EU grants — Grants awarded by EU institutions, bodies, offices or agencies (including EU executive agencies, EU regulatory agencies, EDA, joint undertakings, etc.).

Participants — Entities participating in the action as beneficiaries, affiliated entities, associated partners, third parties giving in-kind contributions, subcontractors or recipients of financial support to third parties.

Beneficiaries (BEN) — The signatories of this Agreement (either directly or through an accession form).

Affiliated entities (AE) — Entities affiliated to a beneficiary within the meaning of Article 187 of EU Financial Regulation 2018/1046⁴ which participate in the action with similar rights and obligations as the beneficiaries (obligation to implement action tasks and right to charge costs and claim contributions).

Associated partners (AP) — Entities which participate in the action, but without the right to charge costs or claim contributions.

Purchases — Contracts for goods, works or services needed to carry out the action (e.g. equipment, consumables and supplies) but which are not part of the action tasks (see Annex 1).

Subcontracting — Contracts for goods, works or services that are part of the action tasks (see Annex 1).

In-kind contributions — In-kind contributions within the meaning of Article 2(36) of EU Financial

⁴ For the definition, see Article 187 Regulation (EU, Euratom) 2018/1046 of the European Parliament and of the Council of 18 July 2018 on the financial rules applicable to the general budget of the Union, amending Regulations (EU) No 1296/2013, (EU) No 1301/2013, (EU) No 1303/2013, (EU) No 1304/2013, (EU) No 1309/2013, (EU) No 1316/2013, (EU) No 223/2014, (EU) No 283/2014, and Decision No 541/2014/EU and repealing Regulation (EU, Euratom) No 966/2012 ('EU Financial Regulation') (OJ L 193, 30.7.2018, p. 1): "**affiliated entities** [are]:

- (a) entities that form a sole beneficiary [(i.e. where an entity is formed of several entities that satisfy the criteria for being awarded a grant, including where the entity is specifically established for the purpose of implementing an action to be financed by a grant)];
- (b) entities that satisfy the eligibility criteria and that do not fall within one of the situations referred to in Article 136(1) and 141(1) and that have a link with the beneficiary, in particular a legal or capital link, which is neither limited to the action nor established for the sole purpose of its implementation".



Regulation 2018/1046, i.e. non-financial resources made available free of charge by third parties.

Fraud — Fraud within the meaning of Article 3 of EU Directive 2017/1371⁵ and Article 1 of the Convention on the protection of the European Communities' financial interests, drawn up by the Council Act of 26 July 1995⁶, as well as any other wrongful or criminal deception intended to result in financial or personal gain.

Irregularities — Any type of breach (regulatory or contractual) which could impact the EU financial interests, including irregularities within the meaning of Article 1(2) of EU Regulation 2988/95⁷.

Grave professional misconduct — Any type of unacceptable or improper behaviour in exercising one's profession, especially by employees, including grave professional misconduct within the meaning of Article 136(1)(c) of EU Financial Regulation 2018/1046.

Applicable EU, international and national law — Any legal acts or other (binding or non-binding) rules and guidance in the area concerned.

Portal — EU Funding & Tenders Portal; electronic portal and exchange system managed by the European Commission and used by itself and other EU institutions, bodies, offices or agencies for the management of their funding programmes (grants, procurements, prizes, etc.).

CHAPTER 2 ACTION

ARTICLE 3 — ACTION

The grant is awarded for the action **101129247 — INNO4Tourism** ('action'), as described in Annex 1.

ARTICLE 4 — DURATION AND STARTING DATE

The duration and the starting date of the action are set out in the Data Sheet (see Point 1).

CHAPTER 3 GRANT

ARTICLE 5 — GRANT

5.1 Form of grant

⁵ Directive (EU) 2017/1371 of the European Parliament and of the Council of 5 July 2017 on the fight against fraud to the Union's financial interests by means of criminal law (OJ L 198, 28.7.2017, p. 29).

⁶ OJ C 316, 27.11.1995, p. 48.

⁷ Council Regulation (EC, Euratom) No 2988/95 of 18 December 1995 on the protection of the European Communities financial interests (OJ L 312, 23.12.1995, p. 1).

The grant is an action grant⁸ which takes the form of a lump sum grant for the completion of work packages.

5.2 Maximum grant amount

The maximum grant amount is set out in the Data Sheet (see Point 3) and in the estimated budget (Annex 2).

5.3 Funding rate

Not applicable

5.4 Estimated budget, budget categories and forms of funding

The estimated budget for the action (lump sum breakdown) is set out in Annex 2.

It contains the estimated eligible contributions for the action (lump sum contributions), broken down by participant and work package.

Annex 2 also shows the types of contributions (forms of funding)⁹ to be used for each work package.

5.5 Budget flexibility

Budget flexibility does not apply; changes to the estimated budget (lump sum breakdown) always require an amendment (see Article 39).

Amendments for transfers between *work packages* are moreover possible only if:

- the work packages concerned are not already completed (and declared in a financial statement) and
- the transfers are justified by the technical implementation of the action.

ARTICLE 6 — ELIGIBLE AND INELIGIBLE CONTRIBUTIONS

6.1 and 6.2 General and specific eligibility conditions

Lump sum contributions are eligible ('eligible contributions'), if:

- (a) they are set out in Annex 2 and
- (b) the work packages are completed and the work is properly implemented by the beneficiaries and/or the results are achieved, in accordance with Annex 1 and during in the period set out in Article 4 (with the exception of work/results relating to the submission of the final periodic report, which may be achieved afterwards; see Article 21)

They will be calculated on the basis of the amounts set out in Annex 2.

⁸ For the definition, see Article 180(2)(a) EU Financial Regulation 2018/1046: '**action grant**' means an EU grant to finance "an action intended to help achieve a Union policy objective".

⁹ See Article 125 EU Financial Regulation 2018/1046.



6.3 Ineligible contributions

‘Ineligible contributions’ are:

- (a) lump sum contributions that do not comply with the conditions set out above (see Article 6.1 and 6.2)
- (b) lump sum contributions for activities already funded under other EU grants (or grants awarded by an EU Member State, non-EU country or other body implementing the EU budget), except for the following case:
 - (i) Synergy actions: not applicable
- (c) other:
 - (i) country restrictions for eligible costs: not applicable.

6.4 Consequences of non-compliance

If a beneficiary declares lump sum contributions that are ineligible, they will be rejected (see Article 27).

This may also lead to other measures described in Chapter 5.

CHAPTER 4 GRANT IMPLEMENTATION

SECTION 1 CONSORTIUM: BENEFICIARIES, AFFILIATED ENTITIES AND OTHER PARTICIPANTS

ARTICLE 7 — BENEFICIARIES

The beneficiaries, as signatories of the Agreement, are fully responsible towards the granting authority for implementing it and for complying with all its obligations.

They must implement the Agreement to their best abilities, in good faith and in accordance with all the obligations and terms and conditions it sets out.

They must have the appropriate resources to implement the action and implement the action under their own responsibility and in accordance with Article 11. If they rely on affiliated entities or other participants (see Articles 8 and 9), they retain sole responsibility towards the granting authority and the other beneficiaries.

They are jointly responsible for the *technical* implementation of the action. If one of the beneficiaries fails to implement their part of the action, the other beneficiaries must ensure that this part is implemented by someone else (without being entitled to an increase of the maximum grant amount and subject to an amendment; see Article 39). The *financial* responsibility of each beneficiary in case of recoveries is governed by Article 22.

The beneficiaries (and their action) must remain eligible under the EU programme funding the grant



for the entire duration of the action. Lump sum contributions will be eligible only as long as the beneficiary and the action are eligible.

The **internal roles and responsibilities** of the beneficiaries are divided as follows:

(a) Each beneficiary must:

- (i) keep information stored in the Portal Participant Register up to date (see Article 19)
- (ii) inform the granting authority (and the other beneficiaries) immediately of any events or circumstances likely to affect significantly or delay the implementation of the action (see Article 19)
- (iii) submit to the coordinator in good time:
 - the prefinancing guarantees (if required; see Article 23)
 - the financial statements and certificates on the financial statements (CFS): not applicable
 - the contribution to the deliverables and technical reports (see Article 21)
 - any other documents or information required by the granting authority under the Agreement
- (iv) submit via the Portal data and information related to the participation of their affiliated entities.

(b) The coordinator must:

- (i) monitor that the action is implemented properly (see Article 11)
- (ii) act as the intermediary for all communications between the consortium and the granting authority, unless the Agreement or granting authority specifies otherwise, and in particular:
 - submit the prefinancing guarantees to the granting authority (if any)
 - request and review any documents or information required and verify their quality and completeness before passing them on to the granting authority
 - submit the deliverables and reports to the granting authority
 - inform the granting authority about the payments made to the other beneficiaries (report on the distribution of payments; if required, see Articles 22 and 32)
- (iii) distribute the payments received from the granting authority to the other beneficiaries without unjustified delay (see Article 22).

The coordinator may not delegate or subcontract the above-mentioned tasks to any other beneficiary or third party (including affiliated entities).

However, coordinators which are public bodies may delegate the tasks set out in Point (b)(ii) last

indent and (iii) above to entities with ‘authorisation to administer’ which they have created or which are controlled by or affiliated to them. In this case, the coordinator retains sole responsibility for the payments and for compliance with the obligations under the Agreement.

Moreover, coordinators which are ‘sole beneficiaries’¹⁰ (or similar, such as European research infrastructure consortia (ERICs)) may delegate the tasks set out in Point (b)(i) to (iii) above to one of their members. The coordinator retains sole responsibility for compliance with the obligations under the Agreement.

The beneficiaries must have **internal arrangements** regarding their operation and co-ordination, to ensure that the action is implemented properly.

If required by the granting authority (see Data Sheet, Point 1), these arrangements must be set out in a written **consortium agreement** between the beneficiaries, covering for instance:

- the internal organisation of the consortium
- the management of access to the Portal
- different distribution keys for the payments and financial responsibilities in case of recoveries (if any)
- additional rules on rights and obligations related to background and results (see Article 16)
- settlement of internal disputes
- liability, indemnification and confidentiality arrangements between the beneficiaries.

The internal arrangements must not contain any provision contrary to this Agreement.

ARTICLE 8 — AFFILIATED ENTITIES

Not applicable

ARTICLE 9 — OTHER PARTICIPANTS INVOLVED IN THE ACTION

9.1 Associated partners

Not applicable

9.2 Third parties giving in-kind contributions to the action

Other third parties may give in-kind contributions to the action (i.e. personnel, equipment, other goods, works and services, etc. which are free-of-charge), if necessary for the implementation.

Third parties giving in-kind contributions do not implement any action tasks. They may not charge contributions to the action (no lump sum contributions) and the costs for the in-kind contributions are not eligible (may not be included in the estimated budget in Annex 2).

¹⁰ For the definition, see Article 187(2) EU Financial Regulation 2018/1046: “Where several entities satisfy the criteria for being awarded a grant and together form one entity, that entity may be treated as the **sole beneficiary**, including where it is specifically established for the purpose of implementing the action financed by the grant.”



The third parties and their in-kind contributions should be set out in Annex 1.

9.3 Subcontractors

Subcontractors may participate in the action, if necessary for the implementation.

Subcontractors must implement their action tasks in accordance with Article 11. The beneficiaries' costs for subcontracting are considered entirely covered by the lump sum contributions for implementing the work packages (irrespective of the actual subcontracting costs incurred, if any).

The beneficiaries must ensure that their contractual obligations under Articles 11 (proper implementation), 12 (conflict of interest), 13 (confidentiality and security), 14 (ethics), 17.2 (visibility), 18 (specific rules for carrying out action), 19 (information) and 20 (record-keeping) also apply to the subcontractors.

The beneficiaries must ensure that the bodies mentioned in Article 25 (e.g. granting authority, OLAF, Court of Auditors (ECA), etc.) can exercise their rights also towards the subcontractors.

9.4 Recipients of financial support to third parties

If the action includes providing financial support to third parties (e.g. grants, prizes or similar forms of support), the beneficiaries must ensure that their contractual obligations under Articles 12 (conflict of interest), 13 (confidentiality and security), 14 (ethics), 17.2 (visibility), 18 (specific rules for carrying out action), 19 (information) and 20 (record-keeping) also apply to the third parties receiving the support (recipients).

The beneficiaries must also ensure that the bodies mentioned in Article 25 (e.g. granting authority, OLAF, Court of Auditors (ECA), etc.) can exercise their rights also towards the recipients.

ARTICLE 10 — PARTICIPANTS WITH SPECIAL STATUS

10.1 Non-EU participants

Participants which are established in a non-EU country (if any) undertake to comply with their obligations under the Agreement and:

- to respect general principles (including fundamental rights, values and ethical principles, environmental and labour standards, rules on classified information, intellectual property rights, visibility of funding and protection of personal data)
- for the submission of certificates under Article 24: use qualified external auditors which are independent and comply with comparable standards as those set out in EU Directive 2006/43/EC¹¹
- for the controls under Article 25: allow for checks, reviews, audits and investigations (including on-the-spot checks, visits and inspections) by the bodies mentioned in that Article (e.g. granting authority, OLAF, Court of Auditors (ECA), etc.).

¹¹ Directive 2006/43/EC of the European Parliament and of the Council of 17 May 2006 on statutory audits of annual accounts and consolidated accounts or similar national regulations (OJ L 157, 9.6.2006, p. 87).



Special rules on dispute settlement apply (see Data Sheet, Point 5).

10.2 Participants which are international organisations

Participants which are international organisations (IOs; if any) undertake to comply with their obligations under the Agreement and:

- to respect general principles (including fundamental rights, values and ethical principles, environmental and labour standards, rules on classified information, intellectual property rights, visibility of funding and protection of personal data)
- for the submission of certificates under Article 24: to use either independent public officers or external auditors which comply with comparable standards as those set out in EU Directive 2006/43/EC
- for the controls under Article 25: to allow for the checks, reviews, audits and investigations by the bodies mentioned in that Article, taking into account the specific agreements concluded by them and the EU (if any).

For such participants, nothing in the Agreement will be interpreted as a waiver of their privileges or immunities, as accorded by their constituent documents or international law.

Special rules on applicable law and dispute settlement apply (see Article 43 and Data Sheet, Point 5).

10.3 Pillar-assessed participants

Pillar-assessed participants (if any) may rely on their own systems, rules and procedures, in so far as they have been positively assessed and do not call into question the decision awarding the grant or breach the principle of equal treatment of applicants or beneficiaries.

‘Pillar-assessment’ means a review by the European Commission on the systems, rules and procedures which participants use for managing EU grants (in particular internal control system, accounting system, external audits, financing of third parties, rules on recovery and exclusion, information on recipients and protection of personal data; see Article 154 EU Financial Regulation 2018/1046).

Participants with a positive pillar assessment may rely on their own systems, rules and procedures, in particular for:

- record-keeping (Article 20): may be done in accordance with internal standards, rules and procedures
- currency conversion for financial statements (Article 21): may be done in accordance with usual accounting practices
- guarantees (Article 23): for public law bodies, prefinancing guarantees are not needed
- certificates (Article 24):
 - certificates on the financial statements (CFS): may be provided by their regular internal or external auditors and in accordance with their internal financial regulations and procedures

- certificates on usual accounting practices (CoMUC): are not needed if those practices are covered by an ex-ante assessment

and use the following specific rules, for:

- recoveries (Article 22): in case of financial support to third parties, there will be no recovery if the participant has done everything possible to retrieve the undue amounts from the third party receiving the support (including legal proceedings) and non-recovery is not due to an error or negligence on its part
- checks, reviews, audits and investigations by the EU (Article 25): will be conducted taking into account the rules and procedures specifically agreed between them and the framework agreement (if any)
- impact evaluation (Article 26): will be conducted in accordance with the participant's internal rules and procedures and the framework agreement (if any)
- grant agreement suspension (Article 31): certain costs incurred during grant suspension are eligible (notably, minimum costs necessary for a possible resumption of the action and costs relating to contracts which were entered into before the pre-information letter was received and which could not reasonably be suspended, reallocated or terminated on legal grounds)
- grant agreement termination (Article 32): the final grant amount and final payment will be calculated taking into account also costs relating to contracts due for execution only after termination takes effect, if the contract was entered into before the pre-information letter was received and could not reasonably be terminated on legal grounds
- liability for damages (Article 33.2): the granting authority must be compensated for damage it sustains as a result of the implementation of the action or because the action was not implemented in full compliance with the Agreement only if the damage is due to an infringement of the participant's internal rules and procedures or due to a violation of third parties' rights by the participant or one of its employees or individual for whom the employees are responsible.

Participants whose pillar assessment covers procurement and granting procedures may also do purchases, subcontracting and financial support to third parties (Article 6.2) in accordance with their internal rules and procedures for purchases, subcontracting and financial support.

Participants whose pillar assessment covers data protection rules may rely on their internal standards, rules and procedures for data protection (Article 15).

The participants may however not rely on provisions which would breach the principle of equal treatment of applicants or beneficiaries or call into question the decision awarding the grant, such as in particular:

- eligibility (Article 6)
- consortium roles and set-up (Articles 7-9)
- security and ethics (Articles 13, 14)



- IPR (including background and results, access rights and rights of use), communication, dissemination and visibility (Articles 16 and 17)
- information obligation (Article 19)
- payment, reporting and amendments (Articles 21, 22 and 39)
- rejections, reductions, suspensions and terminations (Articles 27, 28, 29-32)

If the pillar assessment was subject to remedial measures, reliance on the internal systems, rules and procedures is subject to compliance with those remedial measures.

Participants whose assessment has not yet been updated to cover (the new rules on) data protection may rely on their internal systems, rules and procedures, provided that they ensure that personal data is:

- processed lawfully, fairly and in a transparent manner in relation to the data subject
- collected for specified, explicit and legitimate purposes and not further processed in a manner that is incompatible with those purposes
- adequate, relevant and limited to what is necessary in relation to the purposes for which they are processed
- accurate and, where necessary, kept up to date
- kept in a form which permits identification of data subjects for no longer than is necessary for the purposes for which the data is processed and
- processed in a manner that ensures appropriate security of the personal data.

Participants must inform the coordinator without delay of any changes to the systems, rules and procedures that were part of the pillar assessment. The coordinator must immediately inform the granting authority.

Pillar-assessed participants that have also concluded a framework agreement with the EU, may moreover — under the same conditions as those above (i.e. not call into question the decision awarding the grant or breach the principle of equal treatment of applicants or beneficiaries) — rely on provisions set out in that framework agreement.

SECTION 2 RULES FOR CARRYING OUT THE ACTION

ARTICLE 11 — PROPER IMPLEMENTATION OF THE ACTION

11.1 Obligation to properly implement the action

The beneficiaries must implement the action as described in Annex 1 and in compliance with the provisions of the Agreement, the call conditions and all legal obligations under applicable EU, international and national law.

11.2 Consequences of non-compliance



If a beneficiary breaches any of its obligations under this Article, the grant may be reduced (see Article 28).

Such breaches may also lead to other measures described in Chapter 5.

ARTICLE 12 — CONFLICT OF INTERESTS

12.1 Conflict of interests

The beneficiaries must take all measures to prevent any situation where the impartial and objective implementation of the Agreement could be compromised for reasons involving family, emotional life, political or national affinity, economic interest or any other direct or indirect interest ('conflict of interests').

They must formally notify the granting authority without delay of any situation constituting or likely to lead to a conflict of interests and immediately take all the necessary steps to rectify this situation.

The granting authority may verify that the measures taken are appropriate and may require additional measures to be taken by a specified deadline.

12.2 Consequences of non-compliance

If a beneficiary breaches any of its obligations under this Article, the grant may be reduced (see Article 28) and the grant or the beneficiary may be terminated (see Article 32).

Such breaches may also lead to other measures described in Chapter 5.

ARTICLE 13 — CONFIDENTIALITY AND SECURITY

13.1 Sensitive information

The parties must keep confidential any data, documents or other material (in any form) that is identified as sensitive in writing ('sensitive information') — during the implementation of the action and for at least until the time-limit set out in the Data Sheet (see Point 6).

If a beneficiary requests, the granting authority may agree to keep such information confidential for a longer period.

Unless otherwise agreed between the parties, they may use sensitive information only to implement the Agreement.

The beneficiaries may disclose sensitive information to their personnel or other participants involved in the action only if they:

- (a) need to know it in order to implement the Agreement and
- (b) are bound by an obligation of confidentiality.

The granting authority may disclose sensitive information to its staff and to other EU institutions and bodies.

It may moreover disclose sensitive information to third parties, if:



- (a) this is necessary to implement the Agreement or safeguard the EU financial interests and
- (b) the recipients of the information are bound by an obligation of confidentiality.

The confidentiality obligations no longer apply if:

- (a) the disclosing party agrees to release the other party
- (b) the information becomes publicly available, without breaching any confidentiality obligation
- (c) the disclosure of the sensitive information is required by EU, international or national law.

Specific confidentiality rules (if any) are set out in Annex 5.

13.2 Classified information

The parties must handle classified information in accordance with the applicable EU, international or national law on classified information (in particular, Decision 2015/444¹² and its implementing rules).

Deliverables which contain classified information must be submitted according to special procedures agreed with the granting authority.

Action tasks involving classified information may be subcontracted only after explicit approval (in writing) from the granting authority.

Classified information may not be disclosed to any third party (including participants involved in the action implementation) without prior explicit written approval from the granting authority.

Specific security rules (if any) are set out in Annex 5.

13.3 Consequences of non-compliance

If a beneficiary breaches any of its obligations under this Article, the grant may be reduced (see Article 28).

Such breaches may also lead to other measures described in Chapter 5.

ARTICLE 14 — ETHICS AND VALUES

14.1 Ethics

The action must be carried out in line with the highest ethical standards and the applicable EU, international and national law on ethical principles.

Specific ethics rules (if any) are set out in Annex 5.

14.2 Values

The beneficiaries must commit to and ensure the respect of basic EU values (such as respect for

¹² Commission Decision 2015/444/EC, Euratom of 13 March 2015 on the security rules for protecting EU classified information (OJ L 72, 17.3.2015, p. 53).



human dignity, freedom, democracy, equality, the rule of law and human rights, including the rights of minorities).

Specific rules on values (if any) are set out in Annex 5.

14.3 Consequences of non-compliance

If a beneficiary breaches any of its obligations under this Article, the grant may be reduced (see Article 28).

Such breaches may also lead to other measures described in Chapter 5.

ARTICLE 15 — DATA PROTECTION

15.1 Data processing by the granting authority

Any personal data under the Agreement will be processed under the responsibility of the data controller of the granting authority in accordance with and for the purposes set out in the Portal Privacy Statement.

For grants where the granting authority is the European Commission, an EU regulatory or executive agency, joint undertaking or other EU body, the processing will be subject to Regulation 2018/1725¹³.

15.2 Data processing by the beneficiaries

The beneficiaries must process personal data under the Agreement in compliance with the applicable EU, international and national law on data protection (in particular, Regulation 2016/679¹⁴).

They must ensure that personal data is:

- processed lawfully, fairly and in a transparent manner in relation to the data subjects
- collected for specified, explicit and legitimate purposes and not further processed in a manner that is incompatible with those purposes
- adequate, relevant and limited to what is necessary in relation to the purposes for which they are processed
- accurate and, where necessary, kept up to date
- kept in a form which permits identification of data subjects for no longer than is necessary for the purposes for which the data is processed and
- processed in a manner that ensures appropriate security of the data.

¹³ Regulation (EU) 2018/1725 of the European Parliament and of the Council of 23 October 2018 on the protection of natural persons with regard to the processing of personal data by the Union institutions, bodies, offices and agencies and on the free movement of such data, and repealing Regulation (EC) No 45/2001 and Decision No 1247/2002/EC (OJ L 295, 21.11.2018, p. 39).

¹⁴ Regulation (EU) 2016/679 of the European Parliament and of the Council of 27 April 2016 on the protection of natural persons with regard to the processing of personal data and on the free movement of such data, and repealing Directive 95/46/EC ('GDPR') (OJ L 119, 4.5.2016, p. 1).

The beneficiaries may grant their personnel access to personal data only if it is strictly necessary for implementing, managing and monitoring the Agreement. The beneficiaries must ensure that the personnel is under a confidentiality obligation.

The beneficiaries must inform the persons whose data are transferred to the granting authority and provide them with the Portal Privacy Statement.

15.3 Consequences of non-compliance

If a beneficiary breaches any of its obligations under this Article, the grant may be reduced (see Article 28).

Such breaches may also lead to other measures described in Chapter 5.

ARTICLE 16 — INTELLECTUAL PROPERTY RIGHTS (IPR) — BACKGROUND AND RESULTS — ACCESS RIGHTS AND RIGHTS OF USE

16.1 Background and access rights to background

The beneficiaries must give each other and the other participants access to the background identified as needed for implementing the action, subject to any specific rules in Annex 5.

‘Background’ means any data, know-how or information — whatever its form or nature (tangible or intangible), including any rights such as intellectual property rights — that is:

- (a) held by the beneficiaries before they acceded to the Agreement and
- (b) needed to implement the action or exploit the results.

If background is subject to rights of a third party, the beneficiary concerned must ensure that it is able to comply with its obligations under the Agreement.

16.2 Ownership of results

The granting authority does not obtain ownership of the results produced under the action.

‘Results’ means any tangible or intangible effect of the action, such as data, know-how or information, whatever its form or nature, whether or not it can be protected, as well as any rights attached to it, including intellectual property rights.

16.3 Rights of use of the granting authority on materials, documents and information received for policy, information, communication, dissemination and publicity purposes

The granting authority has the right to use non-sensitive information relating to the action and materials and documents received from the beneficiaries (notably summaries for publication, deliverables, as well as any other material, such as pictures or audio-visual material, in paper or electronic form) for policy information, communication, dissemination and publicity purposes — during the action or afterwards.

The right to use the beneficiaries’ materials, documents and information is granted in the form of a royalty-free, non-exclusive and irrevocable licence, which includes the following rights:



- (a) **use for its own purposes** (in particular, making them available to persons working for the granting authority or any other EU service (including institutions, bodies, offices, agencies, etc.) or EU Member State institution or body; copying or reproducing them in whole or in part, in unlimited numbers; and communication through press information services)
- (b) **distribution to the public** (in particular, publication as hard copies and in electronic or digital format, publication on the internet, as a downloadable or non-downloadable file, broadcasting by any channel, public display or presentation, communicating through press information services, or inclusion in widely accessible databases or indexes)
- (c) **editing or redrafting** (including shortening, summarising, inserting other elements (e.g. meta-data, legends, other graphic, visual, audio or text elements), extracting parts (e.g. audio or video files), dividing into parts, use in a compilation)
- (d) **translation**
- (e) **storage** in paper, electronic or other form
- (f) **archiving**, in line with applicable document-management rules
- (g) the right to authorise **third parties** to act on its behalf or sub-license to third parties the modes of use set out in Points (b), (c), (d) and (f), if needed for the information, communication and publicity activity of the granting authority and
- (h) **processing**, analysing, aggregating the materials, documents and information received and **producing derivative works**.

The rights of use are granted for the whole duration of the industrial or intellectual property rights concerned.

If materials or documents are subject to moral rights or third party rights (including intellectual property rights or rights of natural persons on their image and voice), the beneficiaries must ensure that they comply with their obligations under this Agreement (in particular, by obtaining the necessary licences and authorisations from the rights holders concerned).

Where applicable, the granting authority will insert the following information:

“© – [year] – [name of the copyright owner]. All rights reserved. Licensed to the [name of granting authority] under conditions.”

16.4 Specific rules on IPR, results and background

Specific rules regarding intellectual property rights, results and background (if any) are set out in Annex 5.

16.5 Consequences of non-compliance

If a beneficiary breaches any of its obligations under this Article, the grant may be reduced (see Article 28).

Such a breach may also lead to other measures described in Chapter 5.

ARTICLE 17 — COMMUNICATION, DISSEMINATION AND VISIBILITY

17.1 Communication — Dissemination — Promoting the action

Unless otherwise agreed with the granting authority, the beneficiaries must promote the action and its results by providing targeted information to multiple audiences (including the media and the public), in accordance with Annex 1 and in a strategic, coherent and effective manner.

Before engaging in a communication or dissemination activity expected to have a major media impact, the beneficiaries must inform the granting authority.

17.2 Visibility — European flag and funding statement

Unless otherwise agreed with the granting authority, communication activities of the beneficiaries related to the action (including media relations, conferences, seminars, information material, such as brochures, leaflets, posters, presentations, etc., in electronic form, via traditional or social media, etc.), dissemination activities and any infrastructure, equipment, vehicles, supplies or major result funded by the grant must acknowledge the EU support and display the European flag (emblem) and funding statement (translated into local languages, where appropriate):



Funded by the
European Union



Co-funded by the
European Union



Funded by the
European Union



Co-funded by the
European Union

The emblem must remain distinct and separate and cannot be modified by adding other visual marks, brands or text.

Apart from the emblem, no other visual identity or logo may be used to highlight the EU support.

When displayed in association with other logos (e.g. of beneficiaries or sponsors), the emblem must be displayed at least as prominently and visibly as the other logos.

For the purposes of their obligations under this Article, the beneficiaries may use the emblem without first obtaining approval from the granting authority. This does not, however, give them the right to



exclusive use. Moreover, they may not appropriate the emblem or any similar trademark or logo, either by registration or by any other means.

17.3 Quality of information — Disclaimer

Any communication or dissemination activity related to the action must use factually accurate information.

Moreover, it must indicate the following disclaimer (translated into local languages where appropriate):

“Funded by the European Union. Views and opinions expressed are however those of the author(s) only and do not necessarily reflect those of the European Union or [name of the granting authority]. Neither the European Union nor the granting authority can be held responsible for them.”

17.4 Specific communication, dissemination and visibility rules

Specific communication, dissemination and visibility rules (if any) are set out in Annex 5.

17.5 Consequences of non-compliance

If a beneficiary breaches any of its obligations under this Article, the grant may be reduced (see Article 28).

Such breaches may also lead to other measures described in Chapter 5.

ARTICLE 18 — SPECIFIC RULES FOR CARRYING OUT THE ACTION

18.1 Specific rules for carrying out the action

Specific rules for implementing the action (if any) are set out in Annex 5.

18.2 Consequences of non-compliance

If a beneficiary breaches any of its obligations under this Article, the grant may be reduced (see Article 28).

Such a breach may also lead to other measures described in Chapter 5.

SECTION 3 GRANT ADMINISTRATION

ARTICLE 19 — GENERAL INFORMATION OBLIGATIONS

19.1 Information requests

The beneficiaries must provide — during the action or afterwards and in accordance with Article 7 — any information requested in order to verify eligibility of the lump sum contributions declared, proper implementation of the action and compliance with the other obligations under the Agreement.

The information provided must be accurate, precise and complete and in the format requested, including electronic format.

19.2 Participant Register data updates

The beneficiaries must keep — at all times, during the action or afterwards — their information stored in the Portal Participant Register up to date, in particular, their name, address, legal representatives, legal form and organisation type.

19.3 Information about events and circumstances which impact the action

The beneficiaries must immediately inform the granting authority (and the other beneficiaries) of any of the following:

- (a) **events** which are likely to affect or delay the implementation of the action or affect the EU's financial interests, in particular:
 - (i) changes in their legal, financial, technical, organisational or ownership situation (including changes linked to one of the exclusion grounds listed in the declaration of honour signed before grant signature)
 - (ii) linked action information: not applicable
- (b) **circumstances** affecting:
 - (i) the decision to award the grant or
 - (ii) compliance with requirements under the Agreement.

19.4 Consequences of non-compliance

If a beneficiary breaches any of its obligations under this Article, the grant may be reduced (see Article 28).

Such breaches may also lead to other measures described in Chapter 5.

ARTICLE 20 — RECORD-KEEPING

20.1 Keeping records and supporting documents

The beneficiaries must — at least until the time-limit set out in the Data Sheet (see Point 6) — keep records and other supporting documents to prove the proper implementation of the action (proper implementation of the work and/or achievement of the results as described in Annex 1) in line with the accepted standards in the respective field (if any); beneficiaries do not need to keep specific records on the actual costs incurred.

The records and supporting documents must be made available upon request (see Article 19) or in the context of checks, reviews, audits or investigations (see Article 25).

If there are on-going checks, reviews, audits, investigations, litigation or other pursuits of claims under the Agreement (including the extension of findings; see Article 25), the beneficiaries must keep these records and other supporting documentation until the end of these procedures.

The beneficiaries must keep the original documents. Digital and digitalised documents are considered

originals if they are authorised by the applicable national law. The granting authority may accept non-original documents if they offer a comparable level of assurance.

20.2 Consequences of non-compliance

If a beneficiary breaches any of its obligations under this Article, lump sum contributions insufficiently substantiated will be ineligible (see Article 6) and will be rejected (see Article 27), and the grant may be reduced (see Article 28).

Such breaches may also lead to other measures described in Chapter 5.

ARTICLE 21 — REPORTING

21.1 Continuous reporting

The beneficiaries must continuously report on the progress of the action (e.g. **deliverables, milestones, outputs/outcomes, critical risks, indicators**, etc; if any), in the Portal Continuous Reporting tool and in accordance with the timing and conditions it sets out (as agreed with the granting authority).

Standardised deliverables (e.g. progress reports not linked to payments, reports on cumulative expenditure, special reports, etc; if any) must be submitted using the templates published on the Portal.

21.2 Periodic reporting: Technical reports and financial statements

In addition, the beneficiaries must provide reports to request payments, in accordance with the schedule and modalities set out in the Data Sheet (see Point 4.2):

- for additional prefinancings (if any): **an additional prefinancing report**
- for interim payments (if any) and the final payment: a **periodic report**

The prefinancing and periodic reports include a technical and financial part.

The technical part includes an overview of the action implementation. It must be prepared using the template available in the Portal Periodic Reporting tool.

The financial part of the additional prefinancing report includes a statement on the use of the previous prefinancing payment.

The financial part of the periodic report includes:

- the financial statement (consolidated statement for the consortium)
- the explanation on the use of resources (or detailed cost reporting table): not applicable
- the certificates on the financial statements (CFS): not applicable.

The **financial statement** must contain the lump sum contributions indicated in Annex 2, for the work packages that were completed during the reporting period.

For the last reporting period, the beneficiaries may exceptionally also declare partial lump sum



contributions for work packages that were not completed (e.g. due to force majeure or technical impossibility).

Lump sum contributions which are not declared in a financial statement will not be taken into account by the granting authority.

By signing the financial statement (directly in the Portal Periodic Reporting tool), the coordinator confirms (on behalf of the consortium) that:

- the information provided is complete, reliable and true
- the lump sum contributions declared are eligible (in particular, the work packages have been completed, that the work has been properly implemented and/or the results were achieved in accordance with Annex 1; see Article 6)
- the proper implementation and/or achievement can be substantiated by adequate records and supporting documents (see Article 20) that will be produced upon request (see Article 19) or in the context of checks, reviews, audits and investigations (see Article 25).

In case of recoveries (see Article 22), beneficiaries will be held responsible also for the lump sum contributions declared for their affiliated entities (if any).

21.3 Currency for financial statements and conversion into euros

The financial statements must be drafted in euro.

21.4 Reporting language

The reporting must be in the language of the Agreement, unless otherwise agreed with the granting authority (see Data Sheet, Point 4.2).

21.5 Consequences of non-compliance

If a report submitted does not comply with this Article, the granting authority may suspend the payment deadline (see Article 29) and apply other measures described in Chapter 5.

If the coordinator breaches its reporting obligations, the granting authority may terminate the grant or the coordinator's participation (see Article 32) or apply other measures described in Chapter 5.

ARTICLE 22 — PAYMENTS AND RECOVERIES — CALCULATION OF AMOUNTS DUE

22.1 Payments and payment arrangements

Payments will be made in accordance with the schedule and modalities set out in the Data Sheet (see Point 4.2).

They will be made in euro to the bank account indicated by the coordinator (see Data Sheet, Point 4.2) and must be distributed without unjustified delay (restrictions may apply to distribution of the initial prefinancing payment; see Data Sheet, Point 4.2).

Payments to this bank account will discharge the granting authority from its payment obligation.



The cost of payment transfers will be borne as follows:

- the granting authority bears the cost of transfers charged by its bank
- the beneficiary bears the cost of transfers charged by its bank
- the party causing a repetition of a transfer bears all costs of the repeated transfer.

Payments by the granting authority will be considered to have been carried out on the date when they are debited to its account.

22.2 Recoveries

Recoveries will be made, if — at beneficiary termination, final payment or afterwards — it turns out that the granting authority has paid too much and needs to recover the amounts undue.

The general liability regime for recoveries (first-line liability) is as follows: At final payment, the coordinator will be fully liable for recoveries, even if it has not been the final recipient of the undue amounts. At beneficiary termination or after final payment, recoveries will be made directly against the beneficiaries concerned.

Beneficiaries will be fully liable for repaying the debts of their affiliated entities.

In case of enforced recoveries (see Article 22.4):

- the beneficiaries will be jointly and severally liable for repaying debts of another beneficiary under the Agreement (including late-payment interest), if required by the granting authority (see Data Sheet, Point 4.4)
- affiliated entities will be held liable for repaying debts of their beneficiaries under the Agreement (including late-payment interest), if required by the granting authority (see Data Sheet, Point 4.4).

22.3 Amounts due

22.3.1 Prefinancing payments

The aim of the prefinancing is to provide the beneficiaries with a float.

It remains the property of the EU until the final payment.

For **initial prefinancings** (if any), the amount due, schedule and modalities are set out in the Data Sheet (see Point 4.2).

For **additional prefinancings** (if any), the amount due, schedule and modalities are also set out in the Data Sheet (see Point 4.2). However, if the statement on the use of the previous prefinancing payment shows that less than 70% was used, the amount set out in the Data Sheet will be reduced by the difference between the 70% threshold and the amount used.

Prefinancing payments (or parts of them) may be offset (without the beneficiaries' consent) against amounts owed by a beneficiary to the granting authority — up to the amount due to that beneficiary.

For grants where the granting authority is the European Commission or an EU executive agency,

offsetting may also be done against amounts owed to other Commission services or executive agencies.

Payments will not be made if the payment deadline or payments are suspended (see Articles 29 and 30).

22.3.2 Amount due at beneficiary termination — Recovery

In case of beneficiary termination, the granting authority will determine the provisional amount due for the beneficiary concerned.

This will be done on the basis of work packages already completed in previous interim payments. Payments for ongoing/not yet completed work packages which the beneficiary was working on before termination (if any) will therefore be made only later on, with the next interim or final payments when those work packages have been completed.

The **amount due** will be calculated in the following step:

Step 1 — Calculation of the total accepted EU contribution

Step 1 — Calculation of the total accepted EU contribution

The granting authority will first calculate the ‘accepted EU contribution’ for the beneficiary, on the basis of the beneficiary’s lump sum contributions for the work packages which were approved in previous interim payments.

After that, the granting authority will take into account grant reductions (if any). The resulting amount is the ‘total accepted EU contribution’ for the beneficiary.

The **balance** is then calculated by deducting the payments received (if any; see report on the distribution of payments in Article 32), from the total accepted EU contribution:

$$\begin{aligned} & \{ \text{total accepted EU contribution for the beneficiary} \\ & \text{minus} \\ & \{ \text{prefinancing and interim payments received (if any)} \} \}. \end{aligned}$$

If the balance is **negative**, it will be **recovered** in accordance with the following procedure:

The granting authority will send a **pre-information letter** to the beneficiary concerned:

- formally notifying the intention to recover, the amount due, the amount to be recovered and the reasons why and
- requesting observations within 30 days of receiving notification.

If no observations are submitted (or the granting authority decides to pursue recovery despite the observations it has received), it will confirm the amount to be recovered and ask this amount to be paid to the coordinator (**confirmation letter**).

22.3.3 Interim payments



Interim payments reimburse the eligible lump sum contributions claimed for work packages implemented during the reporting periods (if any).

Interim payments (if any) will be made in accordance with the schedule and modalities set out the Data Sheet (see Point 4.2).

Payment is subject to the approval of the periodic report and the work packages declared. Their approval does not imply recognition of compliance, authenticity, completeness or correctness of their content.

Incomplete work packages and work packages that have not been delivered or cannot be approved will be rejected (see Article 27).

The **interim payment** will be calculated by the granting authority in the following steps:

Step 1 — Calculation of the total accepted EU contribution

Step 2 — Limit to the interim payment ceiling

Step 1 — Calculation of the total accepted EU contribution

The granting authority will first calculate the ‘accepted EU contribution’ for the action for the reporting period, by calculating the lump sum contributions for the approved work packages.

After that, the granting authority will take into account grant reductions from beneficiary termination (if any). The resulting amount is the ‘total accepted EU contribution’.

Step 2 — Limit to the interim payment ceiling

The resulting amount is then capped to ensure that the total amount of prefinancing and interim payments (if any) does not exceed the interim payment ceiling set out in the Data Sheet (see Point 4.2).

Interim payments (or parts of them) may be offset (without the beneficiaries’ consent) against amounts owed by a beneficiary to the granting authority — up to the amount due to that beneficiary.

For grants where the granting authority is the European Commission or an EU executive agency, offsetting may also be done against amounts owed to other Commission services or executive agencies.

Payments will not be made if the payment deadline or payments are suspended (see Articles 29 and 30).

22.3.4 Final payment — Final grant amount — Revenues and Profit — Recovery

The final payment (payment of the balance) reimburses the remaining eligible lump sum contributions claimed for the implemented work packages (if any).

The final payment will be made in accordance with the schedule and modalities set out in the Data Sheet (see Point 4.2).

Payment is subject to the approval of the final periodic report and the work packages declared. Their approval does not imply recognition of compliance, authenticity, completeness or correctness of their content.



Work packages (or parts of them) that have not been delivered or cannot be approved will be rejected (see Article 27).

The **final grant amount for the action** will be calculated in the following steps:

Step 1 — Calculation of the total accepted EU contribution

Step 2 — Limit to the maximum grant amount

Step 3 — Reduction due to the no-profit rule

Step 1 — Calculation of the total accepted EU contribution

The granting authority will first calculate the ‘accepted EU contribution’ for the action for all reporting periods, by calculating the lump sum contributions for the approved work packages.

After that, the granting authority will take into account grant reductions (if any). The resulting amount is the ‘total accepted EU contribution’.

Step 2 — Limit to the maximum grant amount

Not applicable

Step 3 — Reduction due to the no-profit rule

Not applicable

The **balance** (final payment) is then calculated by deducting the total amount of prefinancing and interim payments already made (if any), from the final grant amount:

$$\begin{aligned} &\{\text{final grant amount} \\ &\text{minus} \\ &\{\text{prefinancing and interim payments made (if any)}\}\}. \end{aligned}$$

If the balance is **positive**, it will be **paid** to the coordinator.

The final payment (or part of it) may be offset (without the beneficiaries’ consent) against amounts owed by a beneficiary to the granting authority — up to the amount due to that beneficiary.

For grants where the granting authority is the European Commission or an EU executive agency, offsetting may also be done against amounts owed to other Commission services or executive agencies.

Payments will not be made if the payment deadline or payments are suspended (see Articles 29 and 30).

If the balance is **negative**, it will be **recovered** in accordance with the following procedure:

The granting authority will send a **pre-information letter** to the coordinator:

- formally notifying the intention to recover, the final grant amount, the amount to be recovered and the reasons why



- requesting observations within 30 days of receiving notification.

If no observations are submitted (or the granting authority decides to pursue recovery despite the observations it has received), it will confirm the amount to be recovered (**confirmation letter**), together with a **debit note** with the terms and date for payment.

If payment is not made by the date specified in the debit note, the granting authority will **enforce recovery** in accordance with Article 22.4.

22.3.5 Audit implementation after final payment — Revised final grant amount — Recovery

If — after the final payment (in particular, after checks, reviews, audits or investigations; see Article 25) — the granting authority rejects lump sum contributions (see Article 27) or reduces the grant (see Article 28), it will calculate the **revised final grant amount** for the beneficiary concerned.

The **beneficiary revised final grant amount** will be calculated in the following step:

Step 1 — Calculation of the revised total accepted EU contribution

Step 1 — Calculation of the revised total accepted EU contribution

The granting authority will first calculate the ‘revised accepted EU contribution’ for the beneficiary, by calculating the ‘revised accepted contributions’.

After that, it will take into account grant reductions (if any). The resulting ‘revised total accepted EU contribution’ is the beneficiary revised final grant amount.

If the revised final grant amount is lower than the beneficiary’s final grant amount (i.e. its share in the final grant amount for the action), it will be **recovered** in accordance with the following procedure:

The **beneficiary final grant amount** (i.e. share in the final grant amount for the action) is calculated as follows:

$$\left\{ \begin{array}{l} \text{total accepted EU contribution for the beneficiary} \\ \text{divided by} \\ \text{total accepted EU contribution for the action} \end{array} \right\} \times \left\{ \begin{array}{l} \text{final grant amount for the action} \end{array} \right\}$$

The granting authority will send a **pre-information letter** to the beneficiary concerned:

- formally notifying the intention to recover, the amount to be recovered and the reasons why and
- requesting observations within 30 days of receiving notification.

If no observations are submitted (or the granting authority decides to pursue recovery despite the observations it has received), it will confirm the amount to be recovered (**confirmation letter**), together with a **debit note** with the terms and the date for payment.

Recoveries against affiliated entities (if any) will be handled through their beneficiaries.



If payment is not made by the date specified in the debit note, the granting authority will **enforce recovery** in accordance with Article 22.4.

22.4 Enforced recovery

If payment is not made by the date specified in the debit note, the amount due will be recovered:

- (a) by offsetting the amount — without the coordinator or beneficiary's consent — against any amounts owed to the coordinator or beneficiary by the granting authority.

In exceptional circumstances, to safeguard the EU financial interests, the amount may be offset before the payment date specified in the debit note.

For grants where the granting authority is the European Commission or an EU executive agency, debts may also be offset against amounts owed by other Commission services or executive agencies.

- (b) by drawing on the financial guarantee(s) (if any)
- (c) by holding other beneficiaries jointly and severally liable (if any; see Data Sheet, Point 4.4)
- (d) by holding affiliated entities jointly and severally liable (if any, see Data Sheet, Point 4.4)
- (e) by taking legal action (see Article 43) or, provided that the granting authority is the European Commission or an EU executive agency, by adopting an enforceable decision under Article 299 of the Treaty on the Functioning of the EU (TFEU) and Article 100(2) of EU Financial Regulation 2018/1046.

The amount to be recovered will be increased by **late-payment interest** at the rate set out in Article 23.5, from the day following the payment date in the debit note, up to and including the date the full payment is received.

Partial payments will be first credited against expenses, charges and late-payment interest and then against the principal.

Bank charges incurred in the recovery process will be borne by the beneficiary, unless Directive 2015/2366¹⁵ applies.

For grants where the granting authority is an EU executive agency, enforced recovery by offsetting or enforceable decision will be done by the services of the European Commission (see also Article 43).

22.5 Consequences of non-compliance

22.5.1 If the granting authority does not pay within the payment deadlines (see above), the beneficiaries are entitled to **late-payment interest** at the reference rate applied by the European Central Bank (ECB) for its main refinancing operations in euros, plus the percentage specified in the Data Sheet (Point 4.2). The ECB reference rate to be used is the rate in force on the first day of the

¹⁵ Directive (EU) 2015/2366 of the European Parliament and of the Council of 25 November 2015 on payment services in the internal market, amending Directives 2002/65/EC, 2009/110/EC and 2013/36/EU and Regulation (EU) No 1093/2010, and repealing Directive 2007/64/EC (OJ L 337, 23.12.2015, p. 35).



month in which the payment deadline expires, as published in the C series of the *Official Journal of the European Union*.

If the late-payment interest is lower than or equal to EUR 200, it will be paid to the coordinator only on request submitted within two months of receiving the late payment.

Late-payment interest is not due if all beneficiaries are EU Member States (including regional and local government authorities or other public bodies acting on behalf of a Member State for the purpose of this Agreement).

If payments or the payment deadline are suspended (see Articles 29 and 30), payment will not be considered as late.

Late-payment interest covers the period running from the day following the due date for payment (see above), up to and including the date of payment.

Late-payment interest is not considered for the purposes of calculating the final grant amount.

22.5.2 If the coordinator breaches any of its obligations under this Article, the grant may be reduced (see Article 28) and the grant or the coordinator may be terminated (see Article 32).

Such breaches may also lead to other measures described in Chapter 5.

ARTICLE 23 — GUARANTEES

23.1 Prefinancing guarantee

If required by the granting authority (see Data Sheet, Point 4.2), the beneficiaries must provide (one or more) prefinancing guarantee(s) in accordance with the timing and the amounts set out in the Data Sheet.

The coordinator must submit them to the granting authority in due time before the prefinancing they are linked to.

The guarantees must be drawn up using the template published on the Portal and fulfil the following conditions:

- (a) be provided by a bank or approved financial institution established in the EU or — if requested by the coordinator and accepted by the granting authority — by a third party or a bank or financial institution established outside the EU offering equivalent security
- (b) the guarantor stands as first-call guarantor and does not require the granting authority to first have recourse against the principal debtor (i.e. the beneficiary concerned) and
- (c) remain explicitly in force until the final payment and, if the final payment takes the form of a recovery, until five months after the debit note is notified to a beneficiary.

They will be released within the following month.

23.2 Consequences of non-compliance

If the beneficiaries breach their obligation to provide the prefinancing guarantee, the prefinancing will not be paid.

Such breaches may also lead to other measures described in Chapter 5.

ARTICLE 24 — CERTIFICATES

Not applicable

ARTICLE 25 — CHECKS, REVIEWS, AUDITS AND INVESTIGATIONS — EXTENSION OF FINDINGS

25.1 Granting authority checks, reviews and audits

25.1.1 Internal checks

The granting authority may — during the action or afterwards — check the proper implementation of the action and compliance with the obligations under the Agreement, including assessing lump sum contributions, deliverables and reports.

25.1.2 Project reviews

The granting authority may carry out reviews on the proper implementation of the action and compliance with the obligations under the Agreement (general project reviews or specific issues reviews).

Such project reviews may be started during the implementation of the action and until the time-limit set out in the Data Sheet (see Point 6). They will be formally notified to the coordinator or beneficiary concerned and will be considered to start on the date of the notification.

If needed, the granting authority may be assisted by independent, outside experts. If it uses outside experts, the coordinator or beneficiary concerned will be informed and have the right to object on grounds of commercial confidentiality or conflict of interest.

The coordinator or beneficiary concerned must cooperate diligently and provide — within the deadline requested — any information and data in addition to deliverables and reports already submitted. The granting authority may request beneficiaries to provide such information to it directly. Sensitive information and documents will be treated in accordance with Article 13.

The coordinator or beneficiary concerned may be requested to participate in meetings, including with the outside experts.

For **on-the-spot visits**, the beneficiary concerned must allow access to sites and premises (including to the outside experts) and must ensure that information requested is readily available.

Information provided must be accurate, precise and complete and in the format requested, including electronic format.

On the basis of the review findings, a **project review report** will be drawn up.

The granting authority will formally notify the project review report to the coordinator or beneficiary concerned, which has 30 days from receiving notification to make observations.



Project reviews (including project review reports) will be in the language of the Agreement.

25.1.3 Audits

The granting authority may carry out audits on the proper implementation of the action and compliance with the obligations under the Agreement.

Such audits may be started during the implementation of the action and until the time-limit set out in the Data Sheet (see Point 6). They will be formally notified to the beneficiary concerned and will be considered to start on the date of the notification.

The granting authority may use its own audit service, delegate audits to a centralised service or use external audit firms. If it uses an external firm, the beneficiary concerned will be informed and have the right to object on grounds of commercial confidentiality or conflict of interest.

The beneficiary concerned must cooperate diligently and provide — within the deadline requested — any information (including complete accounts, individual salary statements or other personal data) to verify compliance with the Agreement. Sensitive information and documents will be treated in accordance with Article 13.

For **on-the-spot** visits, the beneficiary concerned must allow access to sites and premises (including for the external audit firm) and must ensure that information requested is readily available.

Information provided must be accurate, precise and complete and in the format requested, including electronic format.

On the basis of the audit findings, a **draft audit report** will be drawn up.

The auditors will formally notify the draft audit report to the beneficiary concerned, which has 30 days from receiving notification to make observations (contradictory audit procedure).

The **final audit report** will take into account observations by the beneficiary concerned and will be formally notified to them.

Audits (including audit reports) will be in the language of the Agreement.

25.2 European Commission checks, reviews and audits in grants of other granting authorities

Where the granting authority is not the European Commission, the latter has the same rights of checks, reviews and audits as the granting authority.

25.3 Access to records for assessing simplified forms of funding

The beneficiaries must give the European Commission access to their statutory records for the periodic assessment of simplified forms of funding which are used in EU programmes.

25.4 OLAF, EPPO and ECA audits and investigations

The following bodies may also carry out checks, reviews, audits and investigations — during the action or afterwards:



- the European Anti-Fraud Office (OLAF) under Regulations No 883/2013¹⁶ and No 2185/96¹⁷
- the European Public Prosecutor's Office (EPPO) under Regulation 2017/1939
- the European Court of Auditors (ECA) under Article 287 of the Treaty on the Functioning of the EU (TFEU) and Article 257 of EU Financial Regulation 2018/1046.

If requested by these bodies, the beneficiary concerned must provide full, accurate and complete information in the format requested (including complete accounts, individual salary statements or other personal data, including in electronic format) and allow access to sites and premises for on-the-spot visits or inspections — as provided for under these Regulations.

To this end, the beneficiary concerned must keep all relevant information relating to the action, at least until the time-limit set out in the Data Sheet (Point 6) and, in any case, until any ongoing checks, reviews, audits, investigations, litigation or other pursuits of claims have been concluded.

25.5 Consequences of checks, reviews, audits and investigations — Extension of findings

25.5.1 Consequences of checks, reviews, audits and investigations in this grant

Findings in checks, reviews, audits or investigations carried out in the context of this grant may lead to rejections (see Article 27), grant reduction (see Article 28) or other measures described in Chapter 5.

Rejections or grant reductions after the final payment will lead to a revised final grant amount (see Article 22).

Findings in checks, reviews, audits or investigations during the action implementation may lead to a request for amendment (see Article 39), to change the description of the action set out in Annex 1.

Checks, reviews, audits or investigations that find systemic or recurrent errors, irregularities, fraud or breach of obligations in any EU grant may also lead to consequences in other EU grants awarded under similar conditions ('extension to other grants').

Moreover, findings arising from an OLAF or EPPO investigation may lead to criminal prosecution under national law.

25.5.2 Extension from other grants

Findings of checks, reviews, audits or investigations in other grants may be extended to this grant, if:

- (a) the beneficiary concerned is found, in other EU grants awarded under similar conditions, to have committed systemic or recurrent errors, irregularities, fraud or breach of obligations that have a material impact on this grant and
- (b) those findings are formally notified to the beneficiary concerned — together with the list of

¹⁶ Regulation (EU, Euratom) No 883/2013 of the European Parliament and of the Council of 11 September 2013 concerning investigations conducted by the European Anti-Fraud Office (OLAF) and repealing Regulation (EC) No 1073/1999 of the European Parliament and of the Council and Council Regulation (Euratom) No 1074/1999 (OJ L 248, 18/09/2013, p. 1).

¹⁷ Council Regulation (Euratom, EC) No 2185/96 of 11 November 1996 concerning on-the-spot checks and inspections carried out by the Commission in order to protect the European Communities' financial interests against fraud and other irregularities (OJ L 292, 15/11/1996, p. 2).

grants affected by the findings — within the time-limit for audits set out in the Data Sheet (see Point 6).

The granting authority will formally notify the beneficiary concerned of the intention to extend the findings and the list of grants affected.

If the extension concerns **rejections of lump sum contributions**: the notification will include:

- (a) an invitation to submit observations on the list of grants affected by the findings
- (b) the request to submit revised financial statements for all grants affected
- (c) the correction rate for extrapolation, established on the basis of the systemic or recurrent errors, to calculate the amounts to be rejected, if the beneficiary concerned:
 - (i) considers that the submission of revised financial statements is not possible or practicable or
 - (ii) does not submit revised financial statements.

If the extension concerns **grant reductions**: the notification will include:

- (a) an invitation to submit observations on the list of grants affected by the findings and
- (b) the **correction rate for extrapolation**, established on the basis of the systemic or recurrent errors and the principle of proportionality.

The beneficiary concerned has **60 days** from receiving notification to submit observations, revised financial statements or to propose a duly substantiated **alternative correction method/rate**.

On the basis of this, the granting authority will analyse the impact and decide on the implementation (i.e. start rejection or grant reduction procedures, either on the basis of the revised financial statements or the announced/alternative method/rate or a mix of those; see Articles 27 and 28).

25.6 Consequences of non-compliance

If a beneficiary breaches any of its obligations under this Article, lump sum contributions insufficiently substantiated will be ineligible (see Article 6) and will be rejected (see Article 27), and the grant may be reduced (see Article 28).

Such breaches may also lead to other measures described in Chapter 5.

ARTICLE 26 — IMPACT EVALUATIONS

26.1 Impact evaluation

The granting authority may carry out impact evaluations of the action, measured against the objectives and indicators of the EU programme funding the grant.

Such evaluations may be started during implementation of the action and until the time-limit set out in the Data Sheet (see Point 6). They will be formally notified to the coordinator or beneficiaries and will be considered to start on the date of the notification.



If needed, the granting authority may be assisted by independent outside experts.

The coordinator or beneficiaries must provide any information relevant to evaluate the impact of the action, including information in electronic format.

26.2 Consequences of non-compliance

If a beneficiary breaches any of its obligations under this Article, the granting authority may apply the measures described in Chapter 5.

CHAPTER 5 CONSEQUENCES OF NON-COMPLIANCE

SECTION 1 REJECTIONS AND GRANT REDUCTION

ARTICLE 27 — REJECTION OF CONTRIBUTIONS

27.1 Conditions

The granting authority will — at interim payment, final payment or afterwards — reject any lump sum contributions which are ineligible (see Article 6), in particular following checks, reviews, audits or investigations (see Article 25).

The rejection may also be based on the extension of findings from other grants to this grant (see Article 25).

Ineligible lump sum contributions will be rejected.

27.2 Procedure

If the rejection does not lead to a recovery, the granting authority will formally notify the coordinator or beneficiary concerned of the rejection, the amounts and the reasons why. The coordinator or beneficiary concerned may — within 30 days of receiving notification — submit observations if it disagrees with the rejection (payment review procedure).

If the rejection leads to a recovery, the granting authority will follow the contradictory procedure with pre-information letter set out in Article 22.

27.3 Effects

If the granting authority rejects lump sum contributions, it will deduct them from the lump sum contributions declared and then calculate the amount due (and, if needed, make a recovery; see Article 22).

ARTICLE 28 — GRANT REDUCTION

28.1 Conditions

The granting authority may — at beneficiary termination, final payment or afterwards — reduce the grant for a beneficiary, if:



- (a) the beneficiary (or a person having powers of representation, decision-making or control, or person essential for the award/implementation of the grant) has committed:
 - (i) substantial errors, irregularities or fraud or
 - (ii) serious breach of obligations under this Agreement or during its award (including improper implementation of the action, non-compliance with the call conditions, submission of false information, failure to provide required information, breach of ethics or security rules (if applicable), etc.), or
- (b) the beneficiary (or a person having powers of representation, decision-making or control, or person essential for the award/implementation of the grant) has committed — in other EU grants awarded to it under similar conditions — systemic or recurrent errors, irregularities, fraud or serious breach of obligations that have a material impact on this grant (extension of findings; see Article 25.5).

The amount of the reduction will be calculated for each beneficiary concerned and proportionate to the seriousness and the duration of the errors, irregularities or fraud or breach of obligations, by applying an individual reduction rate to their accepted EU contribution.

28.2 Procedure

If the grant reduction does not lead to a recovery, the granting authority will formally notify the coordinator or beneficiary concerned of the reduction, the amount to be reduced and the reasons why. The coordinator or beneficiary concerned may — within 30 days of receiving notification — submit observations if it disagrees with the reduction (payment review procedure).

If the grant reduction leads to a recovery, the granting authority will follow the contradictory procedure with pre-information letter set out in Article 22.

28.3 Effects

If the granting authority reduces the grant, it will deduct the reduction and then calculate the amount due (and, if needed, make a recovery; see Article 22).

SECTION 2 SUSPENSION AND TERMINATION

ARTICLE 29 — PAYMENT DEADLINE SUSPENSION

29.1 Conditions

The granting authority may — at any moment — suspend the payment deadline if a payment cannot be processed because:

- (a) the required report (see Article 21) has not been submitted or is not complete or additional information is needed
- (b) there are doubts about the amount to be paid (e.g. ongoing extension procedure, queries about eligibility, need for a grant reduction, etc.) and additional checks, reviews, audits or investigations are necessary, or

(c) there are other issues affecting the EU financial interests.

29.2 Procedure

The granting authority will formally notify the coordinator of the suspension and the reasons why.

The suspension will **take effect** the day the notification is sent.

If the conditions for suspending the payment deadline are no longer met, the suspension will be **lifted** — and the remaining time to pay (see Data Sheet, Point 4.2) will resume.

If the suspension exceeds two months, the coordinator may request the granting authority to confirm if the suspension will continue.

If the payment deadline has been suspended due to the non-compliance of the report and the revised report is not submitted (or was submitted but is also rejected), the granting authority may also terminate the grant or the participation of the coordinator (see Article 32).

ARTICLE 30 — PAYMENT SUSPENSION

30.1 Conditions

The granting authority may — at any moment — suspend payments, in whole or in part for one or more beneficiaries, if:

- (a) a beneficiary (or a person having powers of representation, decision-making or control, or person essential for the award/implementation of the grant) has committed or is suspected of having committed:
 - (i) substantial errors, irregularities or fraud or
 - (ii) serious breach of obligations under this Agreement or during its award (including improper implementation of the action, non-compliance with the call conditions, submission of false information, failure to provide required information, breach of ethics or security rules (if applicable), etc.), or
- (b) a beneficiary (or a person having powers of representation, decision-making or control, or person essential for the award/implementation of the grant) has committed — in other EU grants awarded to it under similar conditions — systemic or recurrent errors, irregularities, fraud or serious breach of obligations that have a material impact on this grant (extension of findings; see Article 25.5).

If payments are suspended for one or more beneficiaries, the granting authority will make partial payment(s) for the part(s) not suspended. If suspension concerns the final payment, the payment (or recovery) of the remaining amount after suspension is lifted will be considered to be the payment that closes the action.

30.2 Procedure

Before suspending payments, the granting authority will send a **pre-information letter** to the beneficiary concerned:



- formally notifying the intention to suspend payments and the reasons why and
- requesting observations within 30 days of receiving notification.

If the granting authority does not receive observations or decides to pursue the procedure despite the observations it has received, it will confirm the suspension (**confirmation letter**). Otherwise, it will formally notify that the procedure is discontinued.

At the end of the suspension procedure, the granting authority will also inform the coordinator.

The suspension will **take effect** the day after the confirmation notification is sent.

If the conditions for resuming payments are met, the suspension will be **lifted**. The granting authority will formally notify the beneficiary concerned (and the coordinator) and set the suspension end date.

During the suspension, no prefinancing will be paid to the beneficiaries concerned. For interim payments, the periodic reports for all reporting periods except the last one (see Article 21) must not contain any financial statements from the beneficiary concerned (or its affiliated entities). The coordinator must include them in the next periodic report after the suspension is lifted or — if suspension is not lifted before the end of the action — in the last periodic report.

ARTICLE 31 — GRANT AGREEMENT SUSPENSION

31.1 Consortium-requested GA suspension

31.1.1 Conditions and procedure

The beneficiaries may request the suspension of the grant or any part of it, if exceptional circumstances — in particular *force majeure* (see Article 35) — make implementation impossible or excessively difficult.

The coordinator must submit a request for **amendment** (see Article 39), with:

- the reasons why
- the date the suspension takes effect; this date may be before the date of the submission of the amendment request and
- the expected date of resumption.

The suspension will **take effect** on the day specified in the amendment.

Once circumstances allow for implementation to resume, the coordinator must immediately request another **amendment** of the Agreement to set the suspension end date, the resumption date (one day after suspension end date), extend the duration and make other changes necessary to adapt the action to the new situation (see Article 39) — unless the grant has been terminated (see Article 32). The suspension will be **lifted** with effect from the suspension end date set out in the amendment. This date may be before the date of the submission of the amendment request.

During the suspension, no prefinancing will be paid. Moreover, no work may be done. Ongoing work packages must be interrupted and no new work packages may be started.



31.2 EU-initiated GA suspension

31.2.1 Conditions

The granting authority may suspend the grant or any part of it, if:

- (a) a beneficiary (or a person having powers of representation, decision-making or control, or person essential for the award/implementation of the grant) has committed or is suspected of having committed:
 - (i) substantial errors, irregularities or fraud or
 - (ii) serious breach of obligations under this Agreement or during its award (including improper implementation of the action, non-compliance with the call conditions, submission of false information, failure to provide required information, breach of ethics or security rules (if applicable), etc.), or
- (b) a beneficiary (or a person having powers of representation, decision-making or control, or person essential for the award/implementation of the grant) has committed — in other EU grants awarded to it under similar conditions — systemic or recurrent errors, irregularities, fraud or serious breach of obligations that have a material impact on this grant (extension of findings; see Article 25.5)
- (c) other:
 - (i) linked action issues: not applicable
 - (ii) additional GA suspension grounds: not applicable.

31.2.2 Procedure

Before suspending the grant, the granting authority will send a **pre-information letter** to the coordinator:

- formally notifying the intention to suspend the grant and the reasons why and
- requesting observations within 30 days of receiving notification.

If the granting authority does not receive observations or decides to pursue the procedure despite the observations it has received, it will confirm the suspension (**confirmation letter**). Otherwise, it will formally notify that the procedure is discontinued.

The suspension will **take effect** the day after the confirmation notification is sent (or on a later date specified in the notification).

Once the conditions for resuming implementation of the action are met, the granting authority will formally notify the coordinator a **lifting of suspension letter**, in which it will set the suspension end date and invite the coordinator to request an amendment of the Agreement to set the resumption date (one day after suspension end date), extend the duration and make other changes necessary to adapt the action to the new situation (see Article 39) — unless the grant has been terminated (see Article 32). The suspension will be **lifted** with effect from the suspension end date set out in the lifting of suspension letter. This date may be before the date on which the letter is sent.

During the suspension, no prefinancing will be paid. Moreover, no work may be done. Ongoing work packages must be interrupted and no new work packages may be started.

The beneficiaries may not claim damages due to suspension by the granting authority (see Article 33).

Grant suspension does not affect the granting authority's right to terminate the grant or a beneficiary (see Article 32) or reduce the grant (see Article 28).

ARTICLE 32 — GRANT AGREEMENT OR BENEFICIARY TERMINATION

32.1 Consortium-requested GA termination

32.1.1 Conditions and procedure

The beneficiaries may request the termination of the grant.

The coordinator must submit a request for **amendment** (see Article 39), with:

- the reasons why
- the date the consortium ends work on the action ('end of work date') and
- the date the termination takes effect ('termination date'); this date must be after the date of the submission of the amendment request.

The termination will **take effect** on the termination date specified in the amendment.

If no reasons are given or if the granting authority considers the reasons do not justify termination, it may consider the grant terminated improperly.

32.1.2 Effects

The coordinator must — within 60 days from when termination takes effect — submit a **periodic report** (for the open reporting period until termination).

The granting authority will calculate the final grant amount and final payment on the basis of the report submitted and taking into account the lump sum contributions for activities implemented before the end of work date (see Article 22). Partial lump sum contributions for work packages that were not completed (e.g. due to technical reasons) may exceptionally be taken into account.

If the granting authority does not receive the report within the deadline, only lump sum contributions which are included in an approved periodic report will be taken into account (no contributions if no periodic report was ever approved).

Improper termination may lead to a grant reduction (see Article 28).

After termination, the beneficiaries' obligations (in particular Articles 13 (confidentiality and security), 16 (IPR), 17 (communication, dissemination and visibility), 21 (reporting), 25 (checks, reviews, audits and investigations), 26 (impact evaluation), 27 (rejections), 28 (grant reduction) and 42 (assignment of claims)) continue to apply.

32.2 Consortium-requested beneficiary termination

32.2.1 Conditions and procedure

The coordinator may request the termination of the participation of one or more beneficiaries, on request of the beneficiary concerned or on behalf of the other beneficiaries.

The coordinator must submit a request for **amendment** (see Article 39), with:

- the reasons why
- the opinion of the beneficiary concerned (or proof that this opinion has been requested in writing)
- the date the beneficiary ends work on the action ('end of work date')
- the date the termination takes effect ('termination date'); this date must be after the date of the submission of the amendment request.

If the termination concerns the coordinator and is done without its agreement, the amendment request must be submitted by another beneficiary (acting on behalf of the consortium).

The termination will **take effect** on the termination date specified in the amendment.

If no information is given or if the granting authority considers that the reasons do not justify termination, it may consider the beneficiary to have been terminated improperly.

32.2.2 Effects

The coordinator must — within 60 days from when termination takes effect — submit:

- (i) a **report on the distribution of payments** to the beneficiary concerned
- (ii) a **termination report** from the beneficiary concerned, for the open reporting period until termination, containing an overview of the progress of the work
- (iii) a second **request for amendment** (see Article 39) with other amendments needed (e.g. reallocation of the tasks and the estimated budget of the terminated beneficiary; addition of a new beneficiary to replace the terminated beneficiary; change of coordinator, etc.).

The granting authority will calculate the amount due to the beneficiary on the basis of the reports submitted in previous interim payments (i.e. beneficiary's lump sum contributions for completed and approved work packages).

Lump sum contributions for ongoing/not yet completed work packages will have to be included in the periodic report for the next reporting periods when those work packages have been completed.

If the granting authority does not receive the report on the distribution of payments within the deadline, it will consider that:

- the coordinator did not distribute any payment to the beneficiary concerned and that
- the beneficiary concerned must not repay any amount to the coordinator.



If the second request for amendment is accepted by the granting authority, the Agreement is **amended** to introduce the necessary changes (see Article 39).

If the second request for amendment is rejected by the granting authority (because it calls into question the decision awarding the grant or breaches the principle of equal treatment of applicants), the grant may be terminated (see Article 32).

Improper termination may lead to a reduction of the grant (see Article 31) or grant termination (see Article 32).

After termination, the concerned beneficiary's obligations (in particular Articles 13 (confidentiality and security), 16 (IPR), 17 (communication, dissemination and visibility), 21 (reporting), 25 (checks, reviews, audits and investigations), 26 (impact evaluation), 27 (rejections), 28 (grant reduction) and 42 (assignment of claims)) continue to apply.

32.3 EU-initiated GA or beneficiary termination

32.3.1 Conditions

The granting authority may terminate the grant or the participation of one or more beneficiaries, if:

- (a) one or more beneficiaries do not accede to the Agreement (see Article 40)
- (b) a change to the action or the legal, financial, technical, organisational or ownership situation of a beneficiary is likely to substantially affect the implementation of the action or calls into question the decision to award the grant (including changes linked to one of the exclusion grounds listed in the declaration of honour)
- (c) following termination of one or more beneficiaries, the necessary changes to the Agreement (and their impact on the action) would call into question the decision awarding the grant or breach the principle of equal treatment of applicants
- (d) implementation of the action has become impossible or the changes necessary for its continuation would call into question the decision awarding the grant or breach the principle of equal treatment of applicants
- (e) a beneficiary (or person with unlimited liability for its debts) is subject to bankruptcy proceedings or similar (including insolvency, winding-up, administration by a liquidator or court, arrangement with creditors, suspension of business activities, etc.)
- (f) a beneficiary (or person with unlimited liability for its debts) is in breach of social security or tax obligations
- (g) a beneficiary (or person having powers of representation, decision-making or control, or person essential for the award/implementation of the grant) has been found guilty of grave professional misconduct
- (h) a beneficiary (or person having powers of representation, decision-making or control, or person essential for the award/implementation of the grant) has committed fraud, corruption, or is involved in a criminal organisation, money laundering, terrorism-related crimes (including terrorism financing), child labour or human trafficking

- (i) a beneficiary (or person having powers of representation, decision-making or control, or person essential for the award/implementation of the grant) was created under a different jurisdiction with the intent to circumvent fiscal, social or other legal obligations in the country of origin (or created another entity with this purpose)
- (j) a beneficiary (or person having powers of representation, decision-making or control, or person essential for the award/implementation of the grant) has committed:
 - (i) substantial errors, irregularities or fraud or
 - (ii) serious breach of obligations under this Agreement or during its award (including improper implementation of the action, non-compliance with the call conditions, submission of false information, failure to provide required information, breach of ethics or security rules (if applicable), etc.)
- (k) a beneficiary (or person having powers of representation, decision-making or control, or person essential for the award/implementation of the grant) has committed — in other EU grants awarded to it under similar conditions — systemic or recurrent errors, irregularities, fraud or serious breach of obligations that have a material impact on this grant (extension of findings; see Article 25.5)
- (l) despite a specific request by the granting authority, a beneficiary does not request — through the coordinator — an amendment to the Agreement to end the participation of one of its affiliated entities or associated partners that is in one of the situations under points (d), (f), (e), (g), (h), (i) or (j) and to reallocate its tasks, or
- (m) other:
 - (i) linked action issues: not applicable
 - (ii) additional GA termination grounds: not applicable.

32.3.2 Procedure

Before terminating the grant or participation of one or more beneficiaries, the granting authority will send a **pre-information letter** to the coordinator or beneficiary concerned:

- formally notifying the intention to terminate and the reasons why and
- requesting observations within 30 days of receiving notification.

If the granting authority does not receive observations or decides to pursue the procedure despite the observations it has received, it will confirm the termination and the date it will take effect (**confirmation letter**). Otherwise, it will formally notify that the procedure is discontinued.

For beneficiary terminations, the granting authority will — at the end of the procedure — also inform the coordinator.

The termination will **take effect** the day after the confirmation notification is sent (or on a later date specified in the notification; ‘termination date’).

32.3.3 Effects

(a) for GA termination:

The coordinator must — within 60 days from when termination takes effect — submit a **periodic report** (for the last open reporting period until termination).

The granting authority will calculate the final grant amount and final payment on the basis of the report submitted and taking into account the lump sum contributions for activities implemented before termination takes effect (see Article 22). Partial lump sum contributions for work packages that were not completed (e.g. due to technical reasons) may exceptionally be taken into account.

If the grant is terminated for breach of the obligation to submit reports, the coordinator may not submit any report after termination.

If the granting authority does not receive the report within the deadline, only lump sum contributions which are included in an approved periodic report will be taken into account (no contributions if no periodic report was ever approved).

Termination does not affect the granting authority's right to reduce the grant (see Article 28) or to impose administrative sanctions (see Article 34).

The beneficiaries may not claim damages due to termination by the granting authority (see Article 33).

After termination, the beneficiaries' obligations (in particular Articles 13 (confidentiality and security), 16 (IPR), 17 (communication, dissemination and visibility), 21 (reporting), 25 (checks, reviews, audits and investigations), 26 (impact evaluation), 27 (rejections), 28 (grant reduction) and 42 (assignment of claims)) continue to apply.

(b) for beneficiary termination:

The coordinator must — within 60 days from when termination takes effect — submit:

- (i) a **report on the distribution of payments** to the beneficiary concerned
- (ii) a **termination report** from the beneficiary concerned, for the open reporting period until termination, containing an overview of the progress of the work
- (iii) a **request for amendment** (see Article 39) with any amendments needed (e.g. reallocation of the tasks and the estimated budget of the terminated beneficiary; addition of a new beneficiary to replace the terminated beneficiary; change of coordinator, etc.).

The granting authority will calculate the amount due to the beneficiary on the basis of the reports submitted in previous interim payments (i.e. beneficiary's lump sum contributions for completed and approved work packages).

Lump sum contributions for ongoing/not yet completed work packages will have to be included in the periodic report for the next reporting periods when those work packages have been completed.



If the granting authority does not receive the report on the distribution of payments within the deadline, it will consider that:

- the coordinator did not distribute any payment to the beneficiary concerned and that
- the beneficiary concerned must not repay any amount to the coordinator.

If the request for amendment is accepted by the granting authority, the Agreement is **amended** to introduce the necessary changes (see Article 39).

If the request for amendment is rejected by the granting authority (because it calls into question the decision awarding the grant or breaches the principle of equal treatment of applicants), the grant may be terminated (see Article 32).

After termination, the concerned beneficiary's obligations (in particular Articles 13 (confidentiality and security), 16 (IPR), 17 (communication, dissemination and visibility), 21 (reporting), 25 (checks, reviews, audits and investigations), 26 (impact evaluation), 27 (rejections), 28 (grant reduction) and 42 (assignment of claims)) continue to apply.

SECTION 3 OTHER CONSEQUENCES: DAMAGES AND ADMINISTRATIVE SANCTIONS

ARTICLE 33 — DAMAGES

33.1 Liability of the granting authority

The granting authority cannot be held liable for any damage caused to the beneficiaries or to third parties as a consequence of the implementation of the Agreement, including for gross negligence.

The granting authority cannot be held liable for any damage caused by any of the beneficiaries or other participants involved in the action, as a consequence of the implementation of the Agreement.

33.2 Liability of the beneficiaries

The beneficiaries must compensate the granting authority for any damage it sustains as a result of the implementation of the action or because the action was not implemented in full compliance with the Agreement, provided that it was caused by gross negligence or wilful act.

The liability does not extend to indirect or consequential losses or similar damage (such as loss of profit, loss of revenue or loss of contracts), provided such damage was not caused by wilful act or by a breach of confidentiality.

ARTICLE 34 — ADMINISTRATIVE SANCTIONS AND OTHER MEASURES

Nothing in this Agreement may be construed as preventing the adoption of administrative sanctions (i.e. exclusion from EU award procedures and/or financial penalties) or other public law measures, in addition or as an alternative to the contractual measures provided under this Agreement (see,

for instance, Articles 135 to 145 EU Financial Regulation 2018/1046 and Articles 4 and 7 of Regulation 2988/95¹⁸).

SECTION 4 FORCE MAJEURE

ARTICLE 35 — FORCE MAJEURE

A party prevented by force majeure from fulfilling its obligations under the Agreement cannot be considered in breach of them.

‘Force majeure’ means any situation or event that:

- prevents either party from fulfilling their obligations under the Agreement,
- was unforeseeable, exceptional situation and beyond the parties’ control,
- was not due to error or negligence on their part (or on the part of other participants involved in the action), and
- proves to be inevitable in spite of exercising all due diligence.

Any situation constituting force majeure must be formally notified to the other party without delay, stating the nature, likely duration and foreseeable effects.

The parties must immediately take all the necessary steps to limit any damage due to force majeure and do their best to resume implementation of the action as soon as possible.

CHAPTER 6 FINAL PROVISIONS

ARTICLE 36 — COMMUNICATION BETWEEN THE PARTIES

36.1 Forms and means of communication — Electronic management

EU grants are managed fully electronically through the EU Funding & Tenders Portal (‘Portal’).

All communications must be made electronically through the Portal in accordance with the Portal Terms and Conditions and using the forms and templates provided there (except if explicitly instructed otherwise by the granting authority).

Communications must be made in writing and clearly identify the grant agreement (project number and acronym).

Communications must be made by persons authorised according to the Portal Terms and Conditions. For naming the authorised persons, each beneficiary must have designated — before the signature of this Agreement — a ‘legal entity appointed representative (LEAR)’. The role and tasks of the LEAR are stipulated in their appointment letter (see Portal Terms and Conditions).

¹⁸ Council Regulation (EC, Euratom) No 2988/95 of 18 December 1995 on the protection of the European Communities financial interests (OJ L 312, 23.12.1995, p. 1).



If the electronic exchange system is temporarily unavailable, instructions will be given on the Portal.

36.2 Date of communication

The sending date for communications made through the Portal will be the date and time of sending, as indicated by the time logs.

The receiving date for communications made through the Portal will be the date and time the communication is accessed, as indicated by the time logs. Formal notifications that have not been accessed within 10 days after sending, will be considered to have been accessed (see Portal Terms and Conditions).

If a communication is exceptionally made on paper (by e-mail or postal service), general principles apply (i.e. date of sending/receipt). Formal notifications by registered post with proof of delivery will be considered to have been received either on the delivery date registered by the postal service or the deadline for collection at the post office.

If the electronic exchange system is temporarily unavailable, the sending party cannot be considered in breach of its obligation to send a communication within a specified deadline.

36.3 Addresses for communication

The Portal can be accessed via the Europa website.

The address for paper communications to the granting authority (if exceptionally allowed) is the official mailing address indicated on its website.

For beneficiaries, it is the legal address specified in the Portal Participant Register.

ARTICLE 37 — INTERPRETATION OF THE AGREEMENT

The provisions in the Data Sheet take precedence over the rest of the Terms and Conditions of the Agreement.

Annex 5 takes precedence over the Terms and Conditions.

The Terms and Conditions take precedence over the Annexes other than Annex 5.

Annex 2 takes precedence over Annex 1.

ARTICLE 38 — CALCULATION OF PERIODS AND DEADLINES

In accordance with Regulation No 1182/71¹⁹, periods expressed in days, months or years are calculated from the moment the triggering event occurs.

The day during which that event occurs is not considered as falling within the period.

‘Days’ means calendar days, not working days.

¹⁹ Regulation (EEC, Euratom) No 1182/71 of the Council of 3 June 1971 determining the rules applicable to periods, dates and time-limits (OJ L 124, 8/6/1971, p. 1).

ARTICLE 39 — AMENDMENTS

39.1 Conditions

The Agreement may be amended, unless the amendment entails changes to the Agreement which would call into question the decision awarding the grant or breach the principle of equal treatment of applicants.

Amendments may be requested by any of the parties.

39.2 Procedure

The party requesting an amendment must submit a request for amendment signed directly in the Portal Amendment tool.

The coordinator submits and receives requests for amendment on behalf of the beneficiaries (see Annex 3). If a change of coordinator is requested without its agreement, the submission must be done by another beneficiary (acting on behalf of the other beneficiaries).

The request for amendment must include:

- the reasons why
- the appropriate supporting documents and
- for a change of coordinator without its agreement: the opinion of the coordinator (or proof that this opinion has been requested in writing).

The granting authority may request additional information.

If the party receiving the request agrees, it must sign the amendment in the tool within 45 days of receiving notification (or any additional information the granting authority has requested). If it does not agree, it must formally notify its disagreement within the same deadline. The deadline may be extended, if necessary for the assessment of the request. If no notification is received within the deadline, the request is considered to have been rejected.

An amendment **enters into force** on the day of the signature of the receiving party.

An amendment **takes effect** on the date of entry into force or other date specified in the amendment.

ARTICLE 40 — ACCESSION AND ADDITION OF NEW BENEFICIARIES

40.1 Accession of the beneficiaries mentioned in the Preamble

The beneficiaries which are not coordinator must accede to the grant by signing the accession form (see Annex 3) directly in the Portal Grant Preparation tool, within 30 days after the entry into force of the Agreement (see Article 44).

They will assume the rights and obligations under the Agreement with effect from the date of its entry into force (see Article 44).

If a beneficiary does not accede to the grant within the above deadline, the coordinator must — within



30 days — request an amendment (see Article 39) to terminate the beneficiary and make any changes necessary to ensure proper implementation of the action. This does not affect the granting authority's right to terminate the grant (see Article 32).

40.2 Addition of new beneficiaries

In justified cases, the beneficiaries may request the addition of a new beneficiary.

For this purpose, the coordinator must submit a request for amendment in accordance with Article 39. It must include an accession form (see Annex 3) signed by the new beneficiary directly in the Portal Amendment tool.

New beneficiaries will assume the rights and obligations under the Agreement with effect from the date of their accession specified in the accession form (see Annex 3).

Additions are also possible in mono-beneficiary grants.

ARTICLE 41 — TRANSFER OF THE AGREEMENT

In justified cases, the beneficiary of a mono-beneficiary grant may request the transfer of the grant to a new beneficiary, provided that this would not call into question the decision awarding the grant or breach the principle of equal treatment of applicants.

The beneficiary must submit a request for **amendment** (see Article 39), with

- the reasons why
- the accession form (see Annex 3) signed by the new beneficiary directly in the Portal Amendment tool and
- additional supporting documents (if required by the granting authority).

The new beneficiary will assume the rights and obligations under the Agreement with effect from the date of accession specified in the accession form (see Annex 3).

ARTICLE 42 — ASSIGNMENTS OF CLAIMS FOR PAYMENT AGAINST THE GRANTING AUTHORITY

The beneficiaries may not assign any of their claims for payment against the granting authority to any third party, except if expressly approved in writing by the granting authority on the basis of a reasoned, written request by the coordinator (on behalf of the beneficiary concerned).

If the granting authority has not accepted the assignment or if the terms of it are not observed, the assignment will have no effect on it.

In no circumstances will an assignment release the beneficiaries from their obligations towards the granting authority.

ARTICLE 43 — APPLICABLE LAW AND SETTLEMENT OF DISPUTES

43.1 Applicable law

The Agreement is governed by the applicable EU law, supplemented if necessary by the law of Belgium.

Special rules may apply for beneficiaries which are international organisations (if any; see Data Sheet, Point 5).

43.2 Dispute settlement

If a dispute concerns the interpretation, application or validity of the Agreement, the parties must bring action before the EU General Court — or, on appeal, the EU Court of Justice — under Article 272 of the Treaty on the Functioning of the EU (TFEU).

For non-EU beneficiaries (if any), such disputes must be brought before the courts of Brussels, Belgium — unless an international agreement provides for the enforceability of EU court judgements.

For beneficiaries with arbitration as special dispute settlement forum (if any; see Data Sheet, Point 5), the dispute will — in the absence of an amicable settlement — be settled in accordance with the Rules for Arbitration published on the Portal.

If a dispute concerns administrative sanctions, offsetting or an enforceable decision under Article 299 TFEU (see Articles 22 and 34), the beneficiaries must bring action before the General Court — or, on appeal, the Court of Justice — under Article 263 TFEU.

For grants where the granting authority is an EU executive agency (see Preamble), actions against offsetting and enforceable decisions must be brought against the European Commission (not against the granting authority; see also Article 22).

ARTICLE 44 — ENTRY INTO FORCE

The Agreement will enter into force on the day of signature by the granting authority or the coordinator, depending on which is later.

SIGNATURES

For the coordinator

Niwat Keawpradub with ECAS id n0058t14 signed in the Participant Portal on 17/11/2023 at 10:23:38 (transaction id SigId-90280-NHbj7t hIE3JXQDfbrPU1ZrDAKkVwMWmxPzWUWpTQvNpJvXgQzsj0oyNSTA IzSFjuGquAAo3pzmhotjWsKsiedIG-rS0vSrmBGYCq1mL1fJTJgS-SRUe N8drfRHcG5SXO9kinwK1jslnEIMUYXZMXzG4XASN2H9HS4hgq9iuW LcmMZvkNnhRzizwFkToOZgshEs4YS). Timestamp by third party at 2023.11.17 10:23:44 CET

For the granting authority

Signed by Barbara GESSLER with ECAS id gesslba as an authorised representative on 27-11-2023 09:59:36 (transaction id SigId-6318-ODNVa4x50wnxAXqOcbmr30AuTwjmt9dT0q7pnYJNZR80KDX9vpvYq GjTMkuzoGoQAlxDI3iyzJUvW3zH0htl1V0-yntOf97TTHq5v0i419YzOO-IpIdZsztoIfK15dxiInY5t4zJoBPxMycemJL gcNjH5Hzf5s7mYuFfMTMoM6XAEa6AwePforqTT6SW8W4W7F2y40) 2023.11.27 09:59:41 CET



ANNEX 1



Erasmus+ (ERASMUS+)

Description of the action (DoA)

Part A

Part B

DESCRIPTION OF THE ACTION (PART A)

COVER PAGE

Part A of the Description of the Action (DoA) must be completed directly on the Portal Grant Preparation screens.

PROJECT	
<i>Grant Preparation (General Information screen) — Enter the info.</i>	
Project number:	101129247
Project name:	Innovative Curricula for Life-Long Learning of Sustainable Tourism Workforce
Project acronym:	INNO4Tourism
Call:	ERASMUS-EDU-2023-CBHE
Topic:	ERASMUS-EDU-2023-CBHE-STRAND-2
Type of action:	ERASMUS-LS
Service:	EACEA/A/04
Project starting date:	first day of the month following the entry into force date
Project duration:	36 months

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Staff effort	17
List of deliverables	18
List of milestones (outputs/outcomes)	35
List of critical risks	36

PROJECT SUMMARY

Project summary

Grant Preparation (General Information screen) — Provide an overall description of your project (including context and overall objectives, planned activities and main achievements, and expected results and impacts (on target groups, change procedures, capacities, innovation etc)). This summary should give readers a clear idea of what your project is about.

Use the project summary from your proposal.

The project “INNO4Tourism” aims to contribute to the alignment of HEIs in Thailand and Lao PDR with the hospitality and tourism labour market so that the employability of students is enhanced via the establishment of University-Business Cooperation (UBC) mechanisms and the development of innovative curricula on sustainable tourism through the implementation of the following activities:

- Primary and secondary research on skills demand and gaps in current hospitality and identification of required skills and knowledge
- Capacity building of HEIs' staff: [a]. a Training Programme on setting up UBC mechanisms and holistic career services, [b]. a Curriculum Development course (Training of Trainers programme), [c]. Training of teaching staff on the new Curricula on Sustainable Tourism
- Piloting of UBC mechanisms
- Development and piloting of the new curricula on sustainable tourism
- Promotion of the importance of UBC and innovative curricula on sustainable tourism

The project's main outputs will be:

- 1 Transnational Report on skills demand and gaps of hospitality and tourism workforce and recommendations for curriculum development
- 8 courses on sustainable tourism
- 1 Training Programme on setting up UBC mechanisms
- 1 ToT programme on curriculum development
- 1 Training Programme on the new curricula
- 4 career offices
- 1 Final Exploitation and Sustainability Plan

Over 40.000 persons (HEIs' students and staff, policy-makers, local actors and communities) are expected to benefit from the project, including:

- 132 members of the HEIs' staff with updated knowledge and skills in sustainable tourism, know-how of setting up UBC mechanisms (80 mid-management/administrative staff), developing innovative curricula and acquiring learner-centred teaching methods and techniques (52 academic staff)
- 240 students trained on sustainable tourism and 165 students further enhancing their employability via placements
- 120 employees upskilled and up-to-date with market demands

LIST OF PARTICIPANTS

PARTICIPANTS

Grant Preparation (Beneficiaries screen) — Enter the info.

Number	Role	Short name	Legal name	Country	PIC
1	COO	PSU	PRINCE OF SONGKLA UNIVERSITY	TH	948725961
2	BEN	CMU	CHIANG MAI UNIVERSITY	TH	998378030
3	BEN	NUOL	NATIONAL UNIVERSITY OF LAOS	LA	984078484
4	BEN	SKU	SAVANNAKHET UNIVERSITY	LA	923006411
5	BEN	UOM	UNIVERSITY OF MACEDONIA	EL	999874352
6	BEN	SYMPLEXIS	SYMPLEXIS	EL	907491843

PARTICIPANTS*Grant Preparation (Beneficiaries screen) — Enter the info.*

Number	Role	Short name	Legal name	Country	PIC
7	BEN	UNIPA	UNIVERSITA DEGLI STUDI DI PALERMO	IT	999734284
8	BEN	CESIE	CESIE	IT	949677628
9	BEN	PTA	PHUKET TOURIST BUSINESS ASSOCIATION	TH	883513734

LIST OF WORK PACKAGES

Work packages <i>Grant Preparation (Work Packages screen) — Enter the info.</i>						
Work Package No	Work Package name	Lead Beneficiary	Effort (Person-Months)	Start Month	End Month	Deliverables
WP1	Project management, reporting and evaluation	1 - PSU	39.00	1	36	D1.1 – Project Management Plan D1.2 – Quality Plan D1.3 – QA interim monitoring & risk management report D1.4 – External Interim Evaluation Report D1.5 – QA final monitoring & risk management report D1.6 – External Final Evaluation Report D1.7 – Project mid-term progress report
WP2	Identification of skills demand in sustainable tourism	6 - SYMPLEXIS	28.00	1	7	D2.1 – National Report on skills demand and gaps in current hospitality and tourism workforce in Thailand D2.2 – National Report on skills demand and gaps in current hospitality and tourism workforce in Lao PDR D2.3 – Transnational Report on skills demand and gaps of hospitality and tourism workforce and recommendations for the development of the new curricula
WP3	Capacity building of staff in HEIs	5 - UOM	42.00	8	22	D3.1 – Capacity building programme on UBC and holistic career services D3.2 – Training on UBC and holistic career services D3.3 – HEIs' plans for the UBC mechanism and holistic career services D3.4 – Capacity building programme on

Work packages <i>Grant Preparation (Work Packages screen) — Enter the info.</i>						
Work Package No	Work Package name	Lead Beneficiary	Effort (Person-Months)	Start Month	End Month	Deliverables
						curriculum development on sustainable tourism D3.5 – ToT on curriculum development on sustainable tourism D3.6 – National training seminars
WP4	Piloting of University – Business sector cooperation mechanisms in sustainable tourism	3 - NUOL	65.00	13	36	D4.1 – HEIs' evaluation reports D4.2 – Summary evaluation report
WP5	Development and piloting of the new Curricula on Sustainable Tourism	1 - PSU	63.00	13	36	D5.1 – Online course on Hospitality and Tourism Sustainable Business Operations and Management D5.2 – Online course on Hospitality and Tourism Entrepreneurship D5.3 – Online course on Introduction to E-service D5.4 – Online course on Information System for Supply Chain and Customer Relationship Management D5.5 – Online course on ICT for Tourism Business D5.6 – Online course on Labour Market Analysis and Job Seeking D5.7 – Online course on Digital Marketing for Tourism D5.8 – Online course on Personality for tourism operators D5.9 – Summary evaluation report WP5 D5.10 – Internal accreditation of curricula/ courses
WP6	Dissemination and Exploitation	8 - CESIE	33.00	1	36	D6.1 – Dissemination and Exploitation Plan

Work packages <i>Grant Preparation (Work Packages screen) — Enter the info.</i>						
Work Package No	Work Package name	Lead Beneficiary	Effort (Person-Months)	Start Month	End Month	Deliverables
						D6.2 – Dissemination package D6.3 – Social Media D6.4 – PSU Project launch event D6.5 – CMU Project launch event D6.6 – NUOL Project launch event D6.7 – SKU Project launch event D6.8 – PSU Promotion workshop D6.9 – CMU Promotion workshop D6.10 – NUOL Promotion workshop D6.11 – SKU Promotion workshop D6.12 – PSU Info-Day D6.13 – CMU Info-Day D6.14 – NUOL Info-Day D6.15 – SKU Info-Day D6.16 – Final Conference D6.17 – Final Exploitation and Sustainability Plan D6.18 – Project website

Work package WP1 – Project management, reporting and evaluation

Work Package Number	WP1	Lead Beneficiary	1 - PSU
Work Package Name	Project management, reporting and evaluation		
Start Month	1	End Month	36

Objectives

The WP is linked to all project specific objectives, since its aim is to ensure a smooth project management and effective evaluation processes that will facilitate and ensure their achievement.

Description**T1.1 Development of the Project Management Plan**

The Project Coordinator (PC) will lead the project and report to the Project Steering Committee (PSC), comprised of one representative per partner as already mentioned before, that will oversee project planning and implementation, establish monitoring systems, and make high-level decisions on cooperation and work plan changes. The Project Management Plan (PMP) will be developed by the PC during the first months and shared with the partners. This document will outline the governance structure, as well as the mechanisms and tools for the sound project management and administrative coordination of the project. Its purpose will be to: clearly explain how each activity will be implemented in order to fulfil the objectives; provide a time allocation of the necessary resources for the successful implementation and completion of all activities (according to the project's budget and deadlines); present the project consortium's organizational structure and highlight the distribution of roles, tasks and responsibilities of all project partners under each work package and project activity; set the communication and coordination framework both among the consortium members and with the external environment; and to define reporting procedures, providing all the necessary information (e.g., dates, deadlines, documentation/proof needed), templates and reporting documents. As the project evolves, the initial PMP will be updated, when necessary, accordingly.

T1.2 Project Quality Planning and monitoring

To ensure that the project implementation meets the expected quality, a detailed Quality Plan will be developed during the first months to define the quality standards and monitoring procedures. The Quality Plan will be developed by the Project Coordinator (PC) and will outline the objectives, methods, benchmarks, mechanisms and timing for the continuous monitoring and control of project implementation, along with the risk management strategy, to be applied by all partners. Quality control will be an ongoing task under the responsibility of all partners. The consortium will also form a Quality Assurance Board, consisting of one representative from each partner in order to further ensure the quality of the project. The Board will meet online at least once every 6 months to discuss the progress made, review quality of work and outputs and address risks so as to maintain high- quality standards in processes, methodology, deliverables and outcomes, and make sure that the project meets its objectives. With the support of the PSC, the PC will perform mid-term and final evaluation and quality assessment that will lead to an Interim QA & Evaluation Report on M18 and a Final QA & Evaluation Report on M36. Besides, unbiased results will be ensured by engaging an External Evaluator, who will be responsible for carrying out the evaluation tasks and preparing the relevant reports. Therefore, after carrying out mid-term and final project evaluation and quality assessment, the Evaluator will also elaborate an Interim QA & Evaluation Report (M18) and Final QA & Evaluation Report (M36), respectively.

T1.3 Day-to-day Management, Financial control & Reporting

The Management Team, under the guidance of the PSC, will be responsible for the project's day-to-day management undertaking the following: a) monitoring of work progress and risk management (incl. initiation of remedial actions); b) implementation of consortium coordination and communication mechanisms; c) establishment of appropriate reporting structures, procedures and tools; d) representation of the project in meetings and events; e) communication with the European Commission; f) management of funds and inputs to ensure efficient use of resources; g) preparation of 1 interim and 1 final (after the end of the project) technical and financial progress reports.

T1.4 Project meetings

PSC meetings will be organised on a regular basis and ad-hoc. These meetings will provide the space for all project related aspects to be discussed in depth, including technical, administrative and financial issues: the progress made so far, potential problems encountered and risk assessment, the status of the deliverables of the given period, the actual utilisation of resources compared to the planned one, as well as the plan for the activities of the upcoming period. 4 physical PSC meetings are planned:

[1]. 2-day kick-off meeting (M3 – Phuket, 2 representatives per partner),
 [2]. 2-day first interim meeting (M12 - Thessaloniki, following the ToT, 1 representative per partner),
 [3]. 2-day second interim meeting (M24 – Vientiane, 1 representative per partner),
 [4]. 1-day final meeting (M36 - Phuket, following the final conference, 2 representatives per partner).
 Online meetings will also be held, whenever required and at least one per semester, to discuss current issues, collectively face potential challenges and organize next steps, with the use of online tools (e.g., Zoom, Skype). For all meetings planned, the PC will draft and distribute agendas 2 weeks in advance, in consultation with the project team, and share the meeting minutes within a week time from the meeting.

Work package WP2 – Identification of skills demand in sustainable tourism

Work Package Number	WP2	Lead Beneficiary	6 - SYMPLEXIS
Work Package Name	Identification of skills demand in sustainable tourism		
Start Month	1	End Month	7

Objectives

O1. Improve the academic offer of HEIs and access of learners to innovative curricula in the forms of online, non-degree courses in four essential pillars: sustainable tourism (inclusive and accessible tourism), digital skills, tourism management and business, and entrepreneurship and problem solving
 O2. Improve the skills of current and future students of hospitality and tourism programmes according to the labour market needs.
 O3. Upskill/reskill the hospitality and tourism workforce and recent graduates, addressing market gaps/needs to boost their employability.

Description

T2.1 Development of the research protocol
 Symplexis will first draft a detailed research protocol to be used by all partners that will serve as the common methodological framework for all the planned activities of WP2. The protocol will contain useful instructions and guidance regarding the research questions, methods, procedures and tools.
 The research protocol will be prepared during the first months of implementation and finalized after partners' feedback (PSU, CMU, NUOL, SKU, UoM, PTA). It will include the scope of the research, description of the methodology and tools that will be used in terms of its two-fold approach -both desk and field research-, guidelines on style, references and sources for the preparation of the HEIs' reports, time planning and partner responsibilities, as well as all the necessary templates (incl. literature review guidelines and report template, consent forms, survey guidelines, questionnaire and report template, interview guidelines and report template, national report template).

T2.2 Primary and secondary research on skills demand and gaps in current hospitality and tourism workforce
 Based on the common research protocol, partners will conduct desk and field research to identify skills demand and skills gaps in current hospitality and tourism workforce in order to develop meaningful curricula that respond to actual needs in terms of sustainable tourism, entrepreneurship and management, digital skills, green and soft skills.
 The above will be achieved through:
 [a]. Secondary/desktop research at national levels to map and review skills demand and gaps in current hospitality and tourism workforce and to further the state of the art of the current demand and gaps regarding the knowledge and skills needed in the hospitality and tourism workforce landscape of Lao PDR and Thailand.
 For the desk research, teams of the partner universities will collaborate (PSU and CMU in Thailand and SKU and NUOL in Lao PDR).
 [b]. Online surveys of one hundred (100) key stakeholders in the hospitality and tourism sector of the target third countries (50 in Lao PDR and 50 in Thailand). The surveys will be based on a specific set of questions aiming at exploring the current demand and gaps regarding the knowledge and skills needed in the hospitality and tourism workforce landscape of Lao PDR and Thailand. The surveys will be coordinated by PSU and NUOL, and disseminated with the support of PTA and other networks associated with the tourism industry (e.g., tourism organizations, tour operators, transport,

hotels, food and beverages, souvenir and gift shops, recreation and leisure businesses, NGOs that are associated with the tourism industry).

[c]. Twenty (20) semi-structured interviews, 10 in Lao PDR and 10 in Thailand, with key informants of the hospitality and tourism sector (incl. experts/representatives from tourism organizations and/or from NGOs that are associated with the tourism industry and/or governing structures associated with the tourism industry, etc. The aim is to verify and complement the results of the literature review and the surveys, so as to gain better insight into the issues under investigation, through the consultation with experts in the field, who have an overview of the tourism industry, including the changes it has undergone and the needs of the workforce to respond to such changes.

Therefore, during these interviews, which will be conducted by PSU and CMU in Thailand and SKU and NUOL in Lao PDR, participants will be encouraged to voice their thoughts and experience and to identify what skills and knowledge the current workforce in the hospitality and tourism sector needs but misses.

T2.3 National and Transnational Reports

The information and data that will be collected through the above-mentioned processes will be gathered in one single national report per country that will summarise the findings regarding skills demand and skills gaps in current hospitality and tourism workforce in Lao PDR and Thailand (especially in terms of sustainable tourism, entrepreneurship and management, digital skills, green and soft skills), and based on the collaboration of the third country partners; PSU, CMU and PTA in Thailand (coordinated by PSU) and SKU and NUOL in Lao PDR (coordinated by NUOL). At the same time, the national reports, also drawing from the experience of the academic staff, will offer recommendations on curriculum development so that HEIs can address the skills needs in a more effective way.

Moreover, the WP leader, Symplexis, will prepare a transnational report (in EN) with the main research findings. The report will be based on the two national reports and its goal will be to make useful conclusions about the workforce's required skills and knowledge on sustainable tourism, entrepreneurship and management, digital skills, green and soft skills and concrete recommendations for the HEIs to respond to these needs, taking into account their existing modus operandi within the country and at cross-national level. This compilation will be finalized after partners' feedback (PSU, CMU, NUOL, SKU, UoM, PTA) and will set the basis for the development of the new curricula.

Work package WP3 – Capacity building of staff in HEIs

Work Package Number	WP3	Lead Beneficiary	5 - UOM
Work Package Name	Capacity building of staff in HEIs		
Start Month	8	End Month	22

Objectives

O1. Improve the academic offer of HEIs and access of learners to innovative curricula in the forms of online, non-degree courses in four essential pillars: sustainable tourism (inclusive and accessible tourism), digital skills, tourism management and business, and entrepreneurship and problem solving

O4. Increase the capacities of HEIs (administrative staff) on active cooperation with the hospitality and tourism business sector and/or other relevant stakeholders, and the provision of holistic careers services to (hospitality and tourism) students and graduates

O5. Strengthen the skills of HEIs academic/teaching staff on curriculum development on sustainable tourism

▪ O6. Enhance teaching skills of academic/teaching staff in hospitality and tourism programs (incl. learner-centred and real problem-based teaching and learning)

Description

T3.1 Training Programme on setting up University – Business sector cooperation mechanisms and holistic career services
The first task under this WP concerns the preparation of the HEI staff that will undertake lead role in setting up an active cooperation mechanism with the business sector and/or other relevant stakeholders in their HEI and holistic career services.

UoM will develop a 3-day online Training Programme on UBC and holistic career services to be delivered to PSU, CMU, NUOL and SKU. The aim of the training programme is to offer important information regarding the benefits of the UBC and step-by-step guidance on how to enhance it establishing the necessary mechanisms and how to provide holistic career services to students and alumni.

The training programme will be divided in three parts: the first part will be dedicated to UBC, the second to holistic career services, which will of course include and further elaborate the lessons learned from the UBC mechanisms, while the third part will focus on practical implementation, i.e., the development of HEI's plans for the establishment of the UBC mechanisms.

Some aspects expected to be addressed are the following:

Part 1-Day 1. UBC mechanisms: Importance of UBC, European UBC-related policy, Development of UBC activities (in the fields of education, research, valorisation, management), factors that influence UBC (facilitators and barriers), UBC mechanisms (policy, strategic, structural, operational).

Part 2-Day 2. Holistic career services for students, recent graduates and alumni: career counseling and guidance, job search strategies, identification of labor market skills through annual forums and/or surveys, alumni networking, involvement of business and/or other relevant stakeholders, work-based learning opportunities/ placements, employability assessment mechanisms.

Part 3-Day 3. HEI's plan for the establishment of the UBC mechanism and holistic career services. Following a whole-institution approach and based on HEIs' career-related policies, activities, initiatives, structures and possibilities, 4 context-based, feasible and holistic plans will be produced (one per HEI) that will describe the establishment and operation of the UBC mechanism, providing guidance on its pilot implementation, including M&E framework.

The programme will include evaluation questionnaires to gather feedback from participants, measure its results and impact on participants, and identify areas for improvement.

We should mention that the above are only indicative and the exact content will occur after the identification of current skills demand and all partner's input.

The Training Programme will be offered to higher and mid-management / administrative staff of the targeted HEIs. In total, 60 staff members (40 per country/20 per HEI) will benefit from the transfer of knowledge and expertise of the partners from the Programme countries in terms of four (one per HEI) 3-day training seminars. For this reason, each partner Department/HEI in Thailand and Lao PDR will publish an open invitation to the training to ensure both maximum participation and internal dissemination and to identify the key staff to be involved, taking into account their willingness and capacities that will lead to the successful completion of the processes after the training.

T3.2 Curriculum Development course (ToT programme)

Based on its expertise regarding curriculum development, UNIPA, with the support of UoM and Symplexis, will develop a blended Training Programme on curriculum development on sustainable tourism, which will be also digitalized in the form of an online platform.

The aim of the Curriculum Development course is to help HEIs' staff develop and enhance their skills and knowledge on curriculum development on sustainable tourism, according to the identified gaps. Therefore, considering both the gaps identified in WP2, the recommendation report and the importance of teaching methods in effective, applicable learning, the INNO4Tourism Training Programme will be composed by two parts:

[A]. Knowledge and skills for Hospitality and Tourism workforce (e.g., sustainable tourism frameworks, sustainable tourism: from theory to practice, entrepreneurship and management, digital skills, green and soft skills),

[B]. Curriculum development (incl. useful templates and/or guidelines, designed according to the European framework, which can be used) and effective teaching methods (e.g., learner-centred, collaborative, interdisciplinary, experiential, problem-based).

In total, 12 members of the academic staff (3 per targeted HEI) will be selected according to their willingness and expertise, since they will undertake a lead role in the development of the new curricula and training of their colleagues on it.

The 12 members will also participate in a 2-week face-to-face Training the Trainer (ToT) seminar so that the participants can also be able to transfer the gained knowledge to other HEIs' academic staff.

The course will be carried out in two phases: [1]. A one-week face-to-face training in Palermo (hosted and conducted by UNIPA) and [2]. A one-week face-to-face training in Thessaloniki (hosted and conducted by UoM).

During these 2 weeks, participants will get engaged in interactive training activities, workshops, etc., so as to explore good practices in curriculum development, the resources of the platform and the ways of using its content for the development of the new curricula.

At the end of the 2-week course, the participants will evaluate the training, while the implementation of the ToT along with feedback given will be compiled into a report prepared by UNIPA.

T3.3 Roll-out of the training programme

After the development of the new curricula by the 12 trained members of the targeted HEIs' academic staff, they will train other teaching staff of the 4 HEIs on the newly developed curricula.

At least one 5-day training seminar is expected to take place in each HEI in Thailand and Lao PDR with the involvement of 3 trainers, where to at least 10 members of the academic staff (4 training seminars in total, involving 40 participants) will be trained on the new curricula. After their completion, participants will evaluate the seminars on the basis of which

a summary report will be prepared for each. UNIPA, UoM and Symplexis will support the Asian partner HEIs throughout this process.

Work package WP4 – Piloting of University – Business sector cooperation mechanisms in sustainable tourism

Work Package Number	WP4	Lead Beneficiary	3 - NUOL
Work Package Name	Piloting of University – Business sector cooperation mechanisms in sustainable tourism		
Start Month	13	End Month	36

Objectives

- O2. Improve the skills of current and future students of hospitality and tourism programmes according to the labour market needs.
- O3. Upskill/reskill the hospitality and tourism workforce and recent graduates, addressing market gaps/needs to boost their employability.
- O6. Increase the capacities of HEIs' administrative staff on active cooperation with the hospitality and tourism sector and/or other relevant stakeholders and provision of holistic career services to hospitality and tourism students and graduates.
- O7. Enhance students' and graduates' students access to modern and holistic career services.
- O8. Enhance the active engagement of HEIs with the business world to address mismatches between the requirements of employers and the offer of HEIs in the hospitality and tourism sector.

Description

T4.1 Establishment of HEI career offices

The first step of the pilot implementation involves the establishment and/or embedding of career offices into the participating HEIs/Departments.

After the training on setting up University – Business sector cooperation mechanisms and holistic career services, participants will return to their HEIs with the necessary knowledge and plans to set up the career office. In total, 4 upgraded career offices will be established, according to the plans for the establishment of the UBC mechanism and holistic career services. Under the coordination of NUOL, with the support of the EU partners and following a whole-institution approach, the career offices will be either whole new structures or integrated into the existing career offices with the aim to upgrade them. These offices will offer holistic career support services to students, recent graduates and alumni, including at least: career guidance, work-based learning opportunities, organization of annual fora with the business sector and/or survey design for skills needs assessment, employability assessment mechanisms, etc.

The set-up of the INNO4Tourism career offices will be marked by a Launch event that will take place in the targeted HEIs in Thailand and Lao PDR for the official signing of their mandates. These events will be attended by representatives from the educational field, especially tertiary education, the local tourism industry, governments, etc. At least 30-40 participants are expected to attend each of the 4 events, ensuring the visibility of the career offices from the beginning of their operation. To this end, targeted dissemination activities will take place prior and after the Launch events through invitations, press releases, social media posts, etc.

T4.2 Piloting of University – Business sector cooperation mechanisms

After the establishment of the career offices, the UBC mechanism will be piloted in each partner HEI in Thailand and Lao PDR. The piloting will include at least the following activities in each HEI:

- Organization of 1 annual forum and/or survey for skills needs identification.
- Provision of improved career counseling and guidance to students and graduates.
- Elaboration (and dissemination) of guidelines for students about the new possibilities (courses and work-based learning opportunities).
- Annual framework and planning for work-based learning opportunities/placements with the active involvement of the business sector and/or other relevant stakeholders.
- Establishment of employability assessment mechanisms to track and evaluate the UBC mechanism in the long run.

The EU partners will support the Asian partner HEIs throughout this process, advising on how to address challenges that might be faced, while PTA will actively take part in the activities and disseminate them to its members.\

T4.3 Evaluation of the pilots and recommendations for the mechanisms' mainstreaming

Under the coordination of NUOL, evaluation of the 17-month pilots will be carried out in the two countries, to assess the results and impact of the UBC mechanisms, and an Evaluation Report will be elaborated by PSU, CMU, SKU, and NUOL for each pilot.

NUOL will then conduct an overall assessment of the evaluation results, and summarize the main findings in a Summary Evaluation Report. Besides, in cooperation with the EU partners and PTA, recommendations for the improvement and mainstreaming of the mechanisms by the third country partner HEIs and other Asian HEIs, will be developed to be included in the Summary Evaluation Report.

Work package WP5 – Development and piloting of the new Curricula on Sustainable Tourism

Work Package Number	WP5	Lead Beneficiary	1 - PSU
Work Package Name	Development and piloting of the new Curricula on Sustainable Tourism		
Start Month	13	End Month	36

Objectives

- O1. Improve the academic offer of HEIs and students' access to innovative curricula on sustainable tourism in the form of online, non-degree courses (sustainable tourism - inclusive and accessible tourism-, tourism entrepreneurship and management, digital skills, soft skills, e.g., problem-solving, time management, teamwork)
- O2. Improve the skills of current and future students of hospitality and tourism programmes according to the labour market needs.
- O3. Upskill/reskill the hospitality and tourism workforce and recent graduates, addressing market gaps/needs to boost their employability.
- O8. Enhance the active engagement of HEIs with the business world to address mismatches between the requirements of employers and the offer of HEIs in the hospitality and tourism sector.

Description

T5.1 Development of the new Curricula on Sustainable Tourism

Based on the identified skills demand in the tourism sector, and skills gaps in current hospitality and tourism workforce (WP2) and after the completion of the ToT on curriculum development (WP3), the trained academic staff of the partner universities in Thailand and Lao PDR will develop eight non-degree online courses on sustainable tourism, 2 per HEI with the support/guidance of all EU partners, which will be made available through the HEIs' e-learning platforms.

The courses will make use of innovative learning and teaching practices to improve labour market skills and will target students of Hospitality and Tourism Programs, recent graduates, and new or current staff in hospitality and tourism companies. In addition, the new courses will last approximately 45 hours each, while placements for students in relevant businesses and enterprises will be foreseen.

Even though the final content of the courses will be defined after the completion of WP2, there follows a list with the indicative titles and topics foreseen:

Course Topics:

Hospitality and Tourism Sustainable Business Operations and Management - Sustainable principles

- Global Code of Ethics for Tourism
 - Tourism impacts on environment
 - BCGs/Zero waste concept
 - Stakeholders management
 - Social responsibility for tourism and hospitality business
 - Fundamentals of energy saving management for tourism and hospitality business
- Hospitality and Tourism Entrepreneurship - Management of tourism and hospitality business
- Design of business model
 - Customer journey experience and service design
 - Basic accounting for small business
 - Marketing for hospitality and tourism business
 - Business finance for small business
 - ICT application for small hospitality and tourism business operations

Introduction to E-service - E-service and business environment

- Evolution and form of E-service innovation
- Creating business competitiveness through innovation
- Creativity ability of E-service

Service planning and development

- Technology commercialization
- Analysis, evaluation and problem solving for E-service innovation
- Case study of service innovation towards best practices

Information System for Supply Chain and Customer Relationship Management - Essential understanding the supply chain in business sector

- Framework to analyze supply chain
- The impact of drivers and obstacles to supply chain performance
- Demand, supply and strategic planning
- Structural data and information of supply chain system
- Essential understanding the customer relationship management
- Functional CRM modules and information of CRM system
- Case study and application in SCM and CRM

ICT for Tourism Business - Tourism economics

- Business development: tourism sector
- Marketing: tourism sector
- Business digitalization: tourism sector
- Tourism application usage
- Tourism data management and analysis: ICT application

Labour Market Analysis and Job Seeking - Labour market analysis and vacancy forecasting: tourism sector

- Job readiness and profile strengthen in tourism sector
- Tourism related business start-up

Digital Marketing for Tourism - Smart tourism business

- An overview of digital marketing
- The role of content in digital marketing and digital marketing strategy
- Social media marketing and digital-based marketing mix
- The on-line customer experience
- Social media marketing impacts on events & destinations
- Essential components of digital marketing for tourism business entrepreneurs
- The ways to increase tourism through digital marketing

Personality for tourism operators - Interpersonal relations

- Morality
- Qualification
- Organization management
- Policy

T5.2 Piloting of the new Curricula on Sustainable Tourism

After the development of the courses, a 12-month pilot phase will take place, including:

- [1]. Integration of the courses in the official curriculum: the partner HEIs in Thailand will integrate the courses for one academic year in their existing curriculum, either at bachelor's or master's degree level, while courses of the partner HEIs in Lao PDR will be stand-alone. Approximately 240 students (60 per HEI) are expected to benefit from the new curricula.
- [2]. Collaboration with the business sector: the partner HEIs in Thailand and Lao PDR will cooperate with private enterprises in hospitality and tourism to offer the online courses to their new and/or current employees, in need of reskilling/upskilling, according to the market demand. In total, approximately 40 enterprises are foreseen to collaborate with the HEIs (10 per HEI), and 120 employees to be trained (30 by each HEI).
- [3]. Work placements: Work-based learning opportunities/placements will be implemented for at least 165 students in total as part of the new courses during the project's lifetime, either during or after the courses' completion. It should be mentioned that these placements will be coordinated by the HEIs/departments in collaboration with the established career offices and will last at least 3 months.

T5.3 Evaluation of the pilots of the new curricula on sustainable tourism and recommendations for improvement

At the end of the curricula pilot implementation, feedback will be provided by the key participants of the pilot phase and more specifically: [a]. reports written by the academic staff and evaluation forms filled by the students, [b]. evaluation forms filled by the employees and [c]. reports written by both the work placement mentors and the students who will complete their work placements.

After the collection of feedback, PSU will write a joint report with recommendations for the curricula improvement.

Partners from the HEIs in Thailand and Lao PDR will then work together to fine-tune the curricula and update the online courses accordingly.

Work package WP6 – Dissemination and Exploitation

Work Package Number	WP6	Lead Beneficiary	8 - CESIE
Work Package Name	Dissemination and Exploitation		
Start Month	1	End Month	36

Objectives

WP6 is linked to all specific objectives since its aim is to raise awareness about the project and to promote all its activities and results in both programme and third countries.

Description

T6.1 Development of Dissemination and Exploitation Plan

During the first months of the project's implementation, CESIE will develop a Dissemination and Exploitation Plan in order to define in detail all dissemination and exploitation activities that partners will undertake throughout and beyond the project's implementation. More specifically, it will include the objectives, audiences, targeted stakeholders, key messages, tools and channels, activities, timing, responsibilities, as well as evaluation and monitoring procedures for the dissemination and exploitation of the project. At the same time, it will aim at exploring potential synergies, particularly with related EU projects, in order to possibly engage in joint dissemination and training activities to maximise impact. The Plan will also include all the necessary guidelines and reporting templates. It will be updated regularly throughout the project, according to all partners' feedback, to address any changes and needs on time, thus ensuring the relevance of the project and high involvement of the target groups and other stakeholders.

T6.2 Production and promotion of dissemination material and tools

The certain task focuses on the design, development and dissemination of the following:

[1]. INNO4Tourism visual identity

A strong and unique, distinctive brand will be developed for the project that will include a visual identity (logo) and branded templates for all digital and printed materials (e.g., publications, promotional materials, press releases, leaflets, etc.), ensuring a consistent and recognisable image that leads to an optimal presentation and wide recognition of the project.

[2]. Printed and digital material

Printed and digital informational material will be designed and produced, including leaflets and roll-up banners, which will be used in all dissemination activities (e.g., relevant events, info days, final conference, etc.). Press releases will also be circulated after the completion of major milestones or for the promotion of specific key activities. All the material prepared will be available on the project's website and further disseminated through the partners' websites.

[3]. Social media campaign

Social media will be used to promote the project, its news and results in order to reach a broad target audience, while encouraging networking. Project social media pages - Facebook and LinkedIn - will be created by CESIE and managed by all partners. Moreover, partners will make use of their own social media (Facebook, Instagram, Twitter, LinkedIn etc.) for the dissemination of the project to their existing networks, local communities and stakeholders.

[4]. INNO4Tourism website

A website will also be created as a key dissemination tool of the project that will provide information about the objectives, target groups, activities and partners of the project, access to downloadable material (deliverables, e-leaflets), a news section, a contact form and links to the project's social media accounts. All partners will prepare content for the website, while a page dedicated to the project and linked to the official project website will be added to the partners' websites, to further promote the project.

T6.3 Organization of dissemination and exploitation events

To ensure that the project will reach as many relevant stakeholders as possible and to increase its potential impact, the following dissemination and exploitation events will be organized:

6.3.1. Participation in events and publications

INNO4Tourism will be introduced in terms of relevant events, sessions and seminars and will be presented at selected academic conferences and workshops in partner countries as well as other European and international destinations.

Papers will also be submitted to journals and magazines focusing on sustainable tourism, the hospitality and tourism workforce and the modernisation of higher education.

6.3.2. Project launch events

Four national Project launch events will be organised in Thailand and Lao PDR in the beginning of the project, after the KoM (M3) by the partner universities in Thailand and Lao PDR with the aim to present the project in the HEIs' staff and relevant stakeholders, thus engaging the participants since the very beginning. Each event will target at least 30-40 representatives from the project's target groups, while media representatives will also be invited in order to strengthen the events' promotion and INNO4Tourism's dissemination networks.

6.3.3 Promotion workshops

Four half-day national promotion workshops will be organised in Thailand and Lao PDR before the piloting of the new curricula (between M20 and M22) by the partner universities in Thailand and Lao PDR with the aim to promote the newly developed curricula among students and HEIs' staff, as well as employers and stakeholders from the hospitality and tourism sector, so as to ensure maximum attendance in the courses. Each event will target at least 30-40 representatives from the project's target groups, while media representatives will also be invited in order to strengthen the events' promotion and INNO4Tourism's dissemination networks.

6.3.4 Info-Days

Four national Info-Days will be organised in Thailand and Lao PDR toward the end of the curricula's pilot phase (between M30 and M34) by the partner universities with the aim to raise awareness about the project, promote its results and ensure its transferability and sustainability among higher education stakeholders and authorities, academic and administrative staff, researchers, undergraduate students, recent graduates and alumni, representatives of the tourism and hospitality industry, local authorities, international donors, etc. The events will target at least 30-40 key representatives from the project's target groups, while media representatives will also be invited in order to strengthen the events' promotion and INNO4Tourism's dissemination networks.

6.3.5. INNO4Tourism final conference

Towards the end of the project (M36), an international 1-day closing conference will be organised by PSU, with the support of Phuket Tourism Association, in Phuket, Thailand. This will give space for dialogue, exchange and networking to the involved parties as well as local, regional and international stakeholders. More specifically, the final results and lessons gained from the project will be presented and discussed among participants, including academics specialising in UBC and sustainable tourism, business, tourism and ICT enterprises, educational authorities, policy makers and governance experts, local, regional and national key actors and other relevant stakeholders. At the same time, special attention will be given to the mainstreaming of the UBC mechanisms and new curricula in the Asian higher education system. The conference will be covered by the media, ensuring maximum publicity and exposure.

All the above-mentioned events and any other events that will take place in terms of the project's dissemination and exploitation will be designed in a sustainable way, based on the EC Guidelines on organising sustainable meetings and events at the Commission (incl. easy access to physical venues by public transport/bike/walking, energy efficient buildings and/or with waste collection and recycling, certified sustainable accommodation, ICT facilities for virtual participation, on-line organizational and promotional tools, limited use of printed material, minimum and recycled/reusable office supplies, general and food waste prevention, etc.).

T6.4 Development of Final Exploitation and Sustainability Plan

A final Exploitation and Sustainability Plan will be drafted at the end of the project (M36), as a long-term action plan that will describe the necessary measures and activities for the continuation of the project, its use by the target groups (HEIs in Thailand and Lao PDR, academic and administrative staff, students, tourism and hospitality entrepreneurs and employees), for the progressive take-up and mainstreaming of the proposed mechanisms and curricula by other HEIs, including indicators and means to measure exploitation after the end of the project.

STAFF EFFORT

Staff effort per participant <i>Grant Preparation (Work packages - Effort screen) — Enter the info.</i>							
Participant	WP1	WP2	WP3	WP4	WP5	WP6	Total Person-Months
1 - PSU	7.00	5.00	5.00	11.00	14.00	4.00	46.00
2 - CMU	4.00	5.00	5.00	11.00	12.00	4.00	41.00
3 - NUOL	4.00	5.00	5.00	16.00	12.00	4.00	46.00
4 - SKU	4.00	5.00	5.00	11.00	12.00	4.00	41.00
5 - UOM	4.00	1.00	11.00	3.00	2.00	2.00	23.00
6 - SYMPLEXIS	4.00	6.00	3.00	3.00	3.00	3.00	22.00
7 - UNIPA	4.00		6.00	2.00	2.00	2.00	16.00
8 - CESIE	4.00		1.00	2.00	1.00	6.00	14.00
9 - PTA	4.00	1.00	1.00	6.00	5.00	4.00	21.00
Total Person-Months	39.00	28.00	42.00	65.00	63.00	33.00	270.00

LIST OF DELIVERABLES

Deliverables <i>Grant Preparation (Deliverables screen) — Enter the info.</i> <i>The labels used mean:</i> <i>Public — fully open (🚩 automatically posted online)</i> <i>Sensitive — limited under the conditions of the Grant Agreement</i> <i>EU classified —RESTREINT-UE/EU-RESTRICTED, CONFIDENTIEL-UE/EU-CONFIDENTIAL, SECRET-UE/EU-SECRET under Decision 2015/444</i>						
Deliverable No	Deliverable Name	Work Package No	Lead Beneficiary	Type	Dissemination Level	Due Date (month)
D1.1	Project Management Plan	WP1	1 - PSU	R — Document, report	SEN - Sensitive	1
D1.2	Quality Plan	WP1	1 - PSU	R — Document, report	SEN - Sensitive	2
D1.3	QA interim monitoring & risk management report	WP1	1 - PSU	R — Document, report	SEN - Sensitive	18
D1.4	External Interim Evaluation Report	WP1	1 - PSU	R — Document, report	SEN - Sensitive	18
D1.5	QA final monitoring & risk management report	WP1	1 - PSU	R — Document, report	SEN - Sensitive	36
D1.6	External Final Evaluation Report	WP1	1 - PSU	R — Document, report	SEN - Sensitive	36
D1.7	Project mid-term progress report	WP1	1 - PSU	R — Document, report	SEN - Sensitive	18
D2.1	National Report on skills demand and gaps in current hospitality and tourism workforce in Thailand	WP2	1 - PSU	R — Document, report	PU - Public	6
D2.2	National Report on skills demand and gaps in current hospitality and tourism workforce in Lao PDR	WP2	3 - NUOL	R — Document, report	PU - Public	6
D2.3	Transnational Report on skills demand and gaps of hospitality and tourism workforce	WP2	6 - SYMPLEXIS	R — Document, report	PU - Public	7

Deliverables

Grant Preparation (Deliverables screen) — Enter the info.

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EU classified — RESTREINT-UE/EU-RESTRICTED, CONFIDENTIEL-UE/EU-CONFIDENTIAL, SECRET-UE/EU-SECRET under Decision [2015/444](#)

Deliverable No	Deliverable Name	Work Package No	Lead Beneficiary	Type	Dissemination Level	Due Date (month)
	and recommendations for the development of the new curricula					
D3.1	Capacity building programme on UBC and holistic career services	WP3	5 - UOM	R — Document, report	PU - Public	11
D3.2	Training on UBC and holistic career services	WP3	5 - UOM	OTHER	SEN - Sensitive	11
D3.3	HEIs' plans for the UBC mechanism and holistic career services	WP3	1 - PSU	R — Document, report	PU - Public	11
D3.4	Capacity building programme on curriculum development on sustainable tourism	WP3	7 - UNIPA	R — Document, report	PU - Public	12
D3.5	ToT on curriculum development on sustainable tourism	WP3	7 - UNIPA	OTHER	SEN - Sensitive	12
D3.6	National training seminars	WP3	1 - PSU	OTHER	SEN - Sensitive	22
D4.1	HEIs' evaluation reports	WP4	3 - NUOL	R — Document, report	PU - Public	36
D4.2	Summary evaluation report	WP4	3 - NUOL	R — Document, report	PU - Public	36
D5.1	Online course on Hospitality and Tourism Sustainable Business Operations and Management	WP5	1 - PSU	R — Document, report	PU - Public	18
D5.2	Online course on Hospitality and Tourism Entrepreneurship	WP5	1 - PSU	R — Document, report	PU - Public	18
D5.3	Online course on Introduction to E-service	WP5	1 - PSU	R — Document, report	PU - Public	18

Deliverables <i>Grant Preparation (Deliverables screen) — Enter the info.</i> <i>The labels used mean:</i> <i>Public — fully open (🚩 automatically posted online)</i> <i>Sensitive — limited under the conditions of the Grant Agreement</i> <i>EU classified — RESTREINT-UE/EU-RESTRICTED, CONFIDENTIEL-UE/EU-CONFIDENTIAL, SECRET-UE/EU-SECRET under Decision 2015/444</i>						
Deliverable No	Deliverable Name	Work Package No	Lead Beneficiary	Type	Dissemination Level	Due Date (month)
D5.4	Online course on Information System for Supply Chain and Customer Relationship Management	WP5	1 - PSU	R — Document, report	PU - Public	18
D5.5	Online course on ICT for Tourism Business	WP5	1 - PSU	R — Document, report	PU - Public	18
D5.6	Online course on Labour Market Analysis and Job Seeking	WP5	1 - PSU	R — Document, report	PU - Public	18
D5.7	Online course on Digital Marketing for Tourism	WP5	1 - PSU	R — Document, report	PU - Public	18
D5.8	Online course on Personality for tourism operators	WP5	1 - PSU	R — Document, report	PU - Public	18
D5.9	Summary evaluation report WP5	WP5	1 - PSU	R — Document, report	SEN - Sensitive	36
D5.10	Internal accreditation of curricula/courses	WP5	1 - PSU	R — Document, report	SEN - Sensitive	18
D6.1	Dissemination and Exploitation Plan	WP6	8 - CESIE	R — Document, report	SEN - Sensitive	3
D6.2	Dissemination package	WP6	8 - CESIE	DEC — Websites, patent filings, videos, etc	PU - Public	5
D6.3	Social Media	WP6	8 - CESIE	DEC — Websites, patent filings, videos, etc	PU - Public	6
D6.4	PSU Project launch event	WP6	1 - PSU	OTHER	PU - Public	7
D6.5	CMU Project launch event	WP6	2 - CMU	OTHER	PU - Public	7

Deliverables

Grant Preparation (Deliverables screen) — Enter the info.

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Deliverable No	Deliverable Name	Work Package No	Lead Beneficiary	Type	Dissemination Level	Due Date (month)
D6.6	NUOL Project launch event	WP6	3 - NUOL	OTHER	PU - Public	7
D6.7	SKU Project launch event	WP6	4 - SKU	OTHER	PU - Public	7
D6.8	PSU Promotion workshop	WP6	1 - PSU	OTHER	PU - Public	22
D6.9	CMU Promotion workshop	WP6	2 - CMU	OTHER	PU - Public	22
D6.10	NUOL Promotion workshop	WP6	3 - NUOL	R — Document, report	PU - Public	22
D6.11	SKU Promotion workshop	WP6	4 - SKU	OTHER	PU - Public	22
D6.12	PSU Info-Day	WP6	1 - PSU	OTHER	PU - Public	34
D6.13	CMU Info-Day	WP6	2 - CMU	OTHER	PU - Public	34
D6.14	NUOL Info-Day	WP6	3 - NUOL	OTHER	PU - Public	34
D6.15	SKU Info-Day	WP6	4 - SKU	OTHER	PU - Public	34
D6.16	Final Conference	WP6	1 - PSU	OTHER	PU - Public	36
D6.17	Final Exploitation and Sustainability Plan	WP6	8 - CESIE	R — Document, report	SEN - Sensitive	36
D6.18	Project website	WP6	8 - CESIE	DEC — Websites, patent filings, videos, etc	PU - Public	7

Deliverable D1.1 – Project Management Plan

Deliverable Number	D1.1	Lead Beneficiary	1 - PSU
Deliverable Name	Project Management Plan		
Type	R — Document, report	Dissemination Level	SEN - Sensitive
Due Date (month)	1	Work Package No	WP1

Description
Electronic form, EN, ~30 pages

Deliverable D1.2 – Quality Plan

Deliverable Number	D1.2	Lead Beneficiary	1 - PSU
Deliverable Name	Quality Plan		
Type	R — Document, report	Dissemination Level	SEN - Sensitive
Due Date (month)	2	Work Package No	WP1

Description
Electronic form, EN, ~20 pages

Deliverable D1.3 – QA interim monitoring & risk management report

Deliverable Number	D1.3	Lead Beneficiary	1 - PSU
Deliverable Name	QA interim monitoring & risk management report		
Type	R — Document, report	Dissemination Level	SEN - Sensitive
Due Date (month)	18	Work Package No	WP1

Description
Report with interim internal monitoring and evaluation results, incl. measurement of KPIs in LFM (quantitative and qualitative), Electronic form, EN, ~20 pages

Deliverable D1.4 – External Interim Evaluation Report

Deliverable Number	D1.4	Lead Beneficiary	1 - PSU
Deliverable Name	External Interim Evaluation Report		
Type	R — Document, report	Dissemination Level	SEN - Sensitive
Due Date (month)	18	Work Package No	WP1

Description
External Report focusing on interim results, incl. assessment of KPIs in LFM, Electronic form, EN

Deliverable D1.5 – QA final monitoring & risk management report

Deliverable Number	D1.5	Lead Beneficiary	1 - PSU
Deliverable Name	QA final monitoring & risk management report		
Type	R — Document, report	Dissemination Level	SEN - Sensitive
Due Date (month)	36	Work Package No	WP1

Description
Report with final internal monitoring and evaluation results, incl. measurement of KPIs in LFM (quantitative and qualitative), Electronic form, EN, ~20 pages

Deliverable D1.6 – External Final Evaluation Report

Deliverable Number	D1.6	Lead Beneficiary	1 - PSU
Deliverable Name	External Final Evaluation Report		
Type	R — Document, report	Dissemination Level	SEN - Sensitive
Due Date (month)	36	Work Package No	WP1

Description
External Final Report focusing on outcome evaluation, incl. assessment of KPIs in LFM, Electronic form, EN

Deliverable D1.7 – Project mid-term progress report

Deliverable Number	D1.7	Lead Beneficiary	1 - PSU
Deliverable Name	Project mid-term progress report		
Type	R — Document, report	Dissemination Level	SEN - Sensitive
Due Date (month)	18	Work Package No	WP1

Description
Progress report on project implementation, PDF document

Deliverable D2.1 – National Report on skills demand and gaps in current hospitality and tourism workforce in Thailand

Deliverable Number	D2.1	Lead Beneficiary	1 - PSU
Deliverable Name	National Report on skills demand and gaps in current hospitality and tourism workforce in Thailand		
Type	R — Document, report	Dissemination Level	PU - Public
Due Date (month)	6	Work Package No	WP2

Description
Report of skills demand and skills gaps in current hospitality and tourism workforce, incl. needs assessment and surveys of stakeholders, Electronic, EN with translation in Thai, ~50 pages

Deliverable D2.2 – National Report on skills demand and gaps in current hospitality and tourism workforce in Lao PDR

Deliverable Number	D2.2	Lead Beneficiary	3 - NUOL
Deliverable Name	National Report on skills demand and gaps in current hospitality and tourism workforce in Lao PDR		
Type	R — Document, report	Dissemination Level	PU - Public
Due Date (month)	6	Work Package No	WP2

Description
Report of skills demand and skills gaps in current hospitality and tourism workforce, incl. needs assessment and surveys of stakeholders, Electronic, EN with translation in Laotian, ~50 pages

Deliverable D2.3 – Transnational Report on skills demand and gaps of hospitality and tourism workforce and recommendations for the development of the new curricula

Deliverable Number	D2.3	Lead Beneficiary	6 - SYMPLEXIS
Deliverable Name	Transnational Report on skills demand and gaps of hospitality and tourism workforce and recommendations for the development of the new curricula		
Type	R — Document, report	Dissemination Level	PU - Public
Due Date (month)	7	Work Package No	WP2

Description
Electronic, EN, ~60 pages

Deliverable D3.1 – Capacity building programme on UBC and holistic career services

Deliverable Number	D3.1	Lead Beneficiary	5 - UOM
Deliverable Name	Capacity building programme on UBC and holistic career services		
Type	R — Document, report	Dissemination Level	PU - Public
Due Date (month)	11	Work Package No	WP3

Description
Training curriculum (with teaching materials and syllabus), and online course, Electronic, EN, with translation in Thai and Laotian ~80 pages (text)

Deliverable D3.2 – Training on UBC and holistic career services

Deliverable Number	D3.2	Lead Beneficiary	5 - UOM
Deliverable Name	Training on UBC and holistic career services		
Type	OTHER	Dissemination Level	SEN - Sensitive
Due Date (month)	11	Work Package No	WP3

Description
4 3-day online training seminars on UBC and holistic career services delivered to 60 staff members (40 per country/20 per HEI) -feedback questionnaires; – 1 evaluation summary report per HEI ~20 pages

Deliverable D3.3 – HEIs’ plans for the UBC mechanism and holistic career services

Deliverable Number	D3.3	Lead Beneficiary	1 - PSU
Deliverable Name	HEIs’ plans for the UBC mechanism and holistic career services		
Type	R — Document, report	Dissemination Level	PU - Public
Due Date (month)	11	Work Package No	WP3

Description
4 strategic documents (one per partner HEI in Thailand and Lao PDR), describing plans for the establishment of the UBC mechanism and holistic career services, Electronic, EN, with translation in respective national languages ~40 pages each

Deliverable D3.4 – Capacity building programme on curriculum development on sustainable tourism

Deliverable Number	D3.4	Lead Beneficiary	7 - UNIPA
Deliverable Name	Capacity building programme on curriculum development on sustainable tourism		
Type	R — Document, report	Dissemination Level	PU - Public
Due Date (month)	12	Work Package No	WP3

Description
Training curriculum (with teaching materials and syllabus), and online platform on curriculum development on sustainable tourism, Electronic, EN, with translation in Thai and Laotian ~80 pages (text)

Deliverable D3.5 – ToT on curriculum development on sustainable tourism

Deliverable Number	D3.5	Lead Beneficiary	7 - UNIPA
Deliverable Name	ToT on curriculum development on sustainable tourism		
Type	OTHER	Dissemination Level	SEN - Sensitive
Due Date (month)	12	Work Package No	WP3

Description
2-week blended ToT in Italy and Greece delivered to 12 members of the academic staff (3 per targeted HEI in Thailand and Lao PDR), -signed attendance list; - presentations; -feedback questionnaires; -certificates of attendance –evaluation summary report.

Deliverable D3.6 – National training seminars

Deliverable Number	D3.6	Lead Beneficiary	1 - PSU
Deliverable Name	National training seminars		
Type	OTHER	Dissemination Level	SEN - Sensitive
Due Date (month)	22	Work Package No	WP3

Description			
4 5-day national level blended training seminars on the new curricula delivered to 40 members of the teaching staff, -signed attendance list; - presentations; -feedback questionnaires; -certificates of attendance –4 evaluation summary report.			

Deliverable D4.1 – HEIs' evaluation reports

Deliverable Number	D4.1	Lead Beneficiary	3 - NUOL
Deliverable Name	HEIs' evaluation reports		
Type	R — Document, report	Dissemination Level	PU - Public
Due Date (month)	36	Work Package No	WP4

Description			
Electronic, EN, with translation in respective languages ~40 pages for each pilot			

Deliverable D4.2 – Summary evaluation report

Deliverable Number	D4.2	Lead Beneficiary	3 - NUOL
Deliverable Name	Summary evaluation report		
Type	R — Document, report	Dissemination Level	PU - Public
Due Date (month)	36	Work Package No	WP4

Description			
Electronic, EN, ~60 pages			

Deliverable D5.1 – Online course on Hospitality and Tourism Sustainable Business Operations and Management

Deliverable Number	D5.1	Lead Beneficiary	1 - PSU
Deliverable Name	Online course on Hospitality and Tourism Sustainable Business Operations and Management		
Type	R — Document, report	Dissemination Level	PU - Public
Due Date (month)	18	Work Package No	WP5

Description
Non-degree online course (with teaching materials and syllabus), Electronic, EN, with translation in respective languages

Deliverable D5.2 – Online course on Hospitality and Tourism Entrepreneurship

Deliverable Number	D5.2	Lead Beneficiary	1 - PSU
Deliverable Name	Online course on Hospitality and Tourism Entrepreneurship		
Type	R — Document, report	Dissemination Level	PU - Public
Due Date (month)	18	Work Package No	WP5

Description
Non-degree online course (with teaching materials and syllabus), Electronic, EN, with translation in respective languages

Deliverable D5.3 – Online course on Introduction to E-service

Deliverable Number	D5.3	Lead Beneficiary	1 - PSU
Deliverable Name	Online course on Introduction to E-service		
Type	R — Document, report	Dissemination Level	PU - Public
Due Date (month)	18	Work Package No	WP5

Description
Non-degree online course (with teaching materials and syllabus), Electronic, EN, with translation in respective languages

Deliverable D5.4 – Online course on Information System for Supply Chain and Customer Relationship Management

Deliverable Number	D5.4	Lead Beneficiary	1 - PSU
Deliverable Name	Online course on Information System for Supply Chain and Customer Relationship Management		
Type	R — Document, report	Dissemination Level	PU - Public
Due Date (month)	18	Work Package No	WP5

Description
Non-degree online course (with teaching materials and syllabus), Electronic, EN, with translation in respective languages

Deliverable D5.5 – Online course on ICT for Tourism Business

Deliverable Number	D5.5	Lead Beneficiary	1 - PSU
Deliverable Name	Online course on ICT for Tourism Business		
Type	R — Document, report	Dissemination Level	PU - Public
Due Date (month)	18	Work Package No	WP5

Description
Non-degree online course (with teaching materials and syllabus), Electronic, EN, with translation in respective languages

Deliverable D5.6 – Online course on Labour Market Analysis and Job Seeking

Deliverable Number	D5.6	Lead Beneficiary	1 - PSU
Deliverable Name	Online course on Labour Market Analysis and Job Seeking		
Type	R — Document, report	Dissemination Level	PU - Public
Due Date (month)	18	Work Package No	WP5

Description
Non-degree online course (with teaching materials and syllabus), Electronic, EN, with translation in respective languages

Deliverable D5.7 – Online course on Digital Marketing for Tourism

Deliverable Number	D5.7	Lead Beneficiary	1 - PSU
Deliverable Name	Online course on Digital Marketing for Tourism		
Type	R — Document, report	Dissemination Level	PU - Public
Due Date (month)	18	Work Package No	WP5

Description
Non-degree online course (with teaching materials and syllabus), Electronic, EN, with translation in respective languages

Deliverable D5.8 – Online course on Personality for tourism operators

Deliverable Number	D5.8	Lead Beneficiary	1 - PSU
Deliverable Name	Online course on Personality for tourism operators		
Type	R — Document, report	Dissemination Level	PU - Public
Due Date (month)	18	Work Package No	WP5

Description
Non-degree online course (with teaching materials and syllabus), Electronic, EN, with translation in respective languages

Deliverable D5.9 – Summary evaluation report WP5

Deliverable Number	D5.9	Lead Beneficiary	1 - PSU
Deliverable Name	Summary evaluation report WP5		
Type	R — Document, report	Dissemination Level	SEN - Sensitive
Due Date (month)	36	Work Package No	WP5

Description

Joint report after the curricula pilot implementation, with recommendations for its improvement, Electronic, EN, ~60 pages

Deliverable D5.10 – Internal accreditation of curricula/courses

Deliverable Number	D5.10	Lead Beneficiary	1 - PSU
Deliverable Name	Internal accreditation of curricula/courses		
Type	R — Document, report	Dissemination Level	SEN - Sensitive
Due Date (month)	18	Work Package No	WP5

Description

Document or other type of proof of curricula/courses internal accreditation by each HEI in Thailand and Laos (as the courses are non-degree programs/subjects with credits that will be developed to be delivered as part of existing curricula, they are only subject to internal approval/ accreditation process by the HEIs)

Deliverable D6.1 – Dissemination and Exploitation Plan

Deliverable Number	D6.1	Lead Beneficiary	8 - CESIE
Deliverable Name	Dissemination and Exploitation Plan		
Type	R — Document, report	Dissemination Level	SEN - Sensitive
Due Date (month)	3	Work Package No	WP6

Description

Document describing dissemination and exploitation activities that partners will undertake throughout and beyond the project's implementation, Electronic, EN, ~30 pages

Deliverable D6.2 – Dissemination package

Deliverable Number	D6.2	Lead Beneficiary	8 - CESIE
Deliverable Name	Dissemination package		
Type	DEC — Websites, patent filings, videos, etc	Dissemination Level	PU - Public
Due Date (month)	5	Work Package No	WP6

Description

2.000 printed leaflets (1000 in Thai, 1000 in Laotian); 5 banners (1 per HEI, 1 for final conference); 20 press releases issued by all partners during the project coinciding with important milestones, Electronic, EN

Deliverable D6.3 – Social Media

Deliverable Number	D6.3	Lead Beneficiary	8 - CESIE
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Deliverable Name	Social Media		
Type	DEC —Websites, patent filings, videos, etc	Dissemination Level	PU - Public
Due Date (month)	6	Work Package No	WP6

Description			
1 Facebook and 1 LinkedIn account in EN; partners also to utilize their own social media			

Deliverable D6.4 – PSU Project launch event

Deliverable Number	D6.4	Lead Beneficiary	1 - PSU
Deliverable Name	PSU Project launch event		
Type	OTHER	Dissemination Level	PU - Public
Due Date (month)	7	Work Package No	WP6

Description			
1-day national launch event organised by PSU, with the support of PTA, in Thailand, targeting 30-40 attendees to present the project in the HEIs' staff and relevant stakeholders.			

Deliverable D6.5 – CMU Project launch event

Deliverable Number	D6.5	Lead Beneficiary	2 - CMU
Deliverable Name	CMU Project launch event		
Type	OTHER	Dissemination Level	PU - Public
Due Date (month)	7	Work Package No	WP6

Description			
1-day national launch event organised by CMU, with the support of PTA, in Thailand, targeting 30-40 attendees to present the project in the HEIs' staff and relevant stakeholders.			

Deliverable D6.6 – NUOL Project launch event

Deliverable Number	D6.6	Lead Beneficiary	3 - NUOL
Deliverable Name	NUOL Project launch event		
Type	OTHER	Dissemination Level	PU - Public
Due Date (month)	7	Work Package No	WP6

Description			
1-day national launch event organised by NUOL, targeting 30-40 attendees to present the project in the HEIs' staff and relevant			

stakeholders.

Deliverable D6.7 – SKU Project launch event

Deliverable Number	D6.7	Lead Beneficiary	4 - SKU
Deliverable Name	SKU Project launch event		
Type	OTHER	Dissemination Level	PU - Public
Due Date (month)	7	Work Package No	WP6

Description

1-day national launch event organised by SKU, targeting 30-40 attendees to present the project in the HEIs' staff and relevant stakeholders.

Deliverable D6.8 – PSU Promotion workshop

Deliverable Number	D6.8	Lead Beneficiary	1 - PSU
Deliverable Name	PSU Promotion workshop		
Type	OTHER	Dissemination Level	PU - Public
Due Date (month)	22	Work Package No	WP6

Description

Half-day national promotion workshop organised by PSU, with the support of PTA, in Thailand, targeting 30-40 attendees to promote the newly developed curricula.

Deliverable D6.9 – CMU Promotion workshop

Deliverable Number	D6.9	Lead Beneficiary	2 - CMU
Deliverable Name	CMU Promotion workshop		
Type	OTHER	Dissemination Level	PU - Public
Due Date (month)	22	Work Package No	WP6

Description

Half-day national promotion workshop organised by CMU, with the support of PTA, in Thailand, targeting 30-40 attendees to promote the newly developed curricula.

Deliverable D6.10 – NUOL Promotion workshop

Deliverable Number	D6.10	Lead Beneficiary	3 - NUOL
Deliverable Name	NUOL Promotion workshop		
Type	R — Document, report	Dissemination Level	PU - Public

Due Date (month)	22	Work Package No	WP6
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Description
Half-day national promotion workshop organised by NUOL, in Lao PDR, targeting 30-40 attendees to promote the newly developed curricula.

Deliverable D6.11 – SKU Promotion workshop

Deliverable Number	D6.11	Lead Beneficiary	4 - SKU
Deliverable Name	SKU Promotion workshop		
Type	OTHER	Dissemination Level	PU - Public
Due Date (month)	22	Work Package No	WP6

Description
Half-day national promotion workshop organised by SKU, in Lao PDR, targeting 30-40 attendees to promote the newly developed curricula.

Deliverable D6.12 – PSU Info-Day

Deliverable Number	D6.12	Lead Beneficiary	1 - PSU
Deliverable Name	PSU Info-Day		
Type	OTHER	Dissemination Level	PU - Public
Due Date (month)	34	Work Package No	WP6

Description
1-day national Info-Day organised by PSU, with the support of PTA, in Thailand, targeting 30-40 attendees to raise awareness about the project, promote its results and ensure its transferability and sustainability.

Deliverable D6.13 – CMU Info-Day

Deliverable Number	D6.13	Lead Beneficiary	2 - CMU
Deliverable Name	CMU Info-Day		
Type	OTHER	Dissemination Level	PU - Public
Due Date (month)	34	Work Package No	WP6

Description
1-day national Info-Day organised by CMU, with the support of PTA, in Thailand, targeting 30-40 attendees to raise awareness about the project, promote its results and ensure its transferability and sustainability.

Deliverable D6.14 – NUOL Info-Day

Deliverable Number	D6.14	Lead Beneficiary	3 - NUOL
Deliverable Name	NUOL Info-Day		
Type	OTHER	Dissemination Level	PU - Public
Due Date (month)	34	Work Package No	WP6

Description			
1-day national Info-Day organised by NUOL, targeting 30-40 attendees to raise awareness about the project, promote its results and ensure its transferability and sustainability.			

Deliverable D6.15 – SKU Info-Day

Deliverable Number	D6.15	Lead Beneficiary	4 - SKU
Deliverable Name	SKU Info-Day		
Type	OTHER	Dissemination Level	PU - Public
Due Date (month)	34	Work Package No	WP6

Description			
1-day national Info-Day organised by SKU, targeting 30-40 attendees to raise awareness about the project, promote its results and ensure its transferability and sustainability.			

Deliverable D6.16 – Final Conference

Deliverable Number	D6.16	Lead Beneficiary	1 - PSU
Deliverable Name	Final Conference		
Type	OTHER	Dissemination Level	PU - Public
Due Date (month)	36	Work Package No	WP6

Description			
International 1-day closing conference organised by PSU, with the support of PTA, in Phuket, Thailand, with 80-100 participants, online participation also to present and discuss the final results and lessons gained from the project; invitation, agenda, signed participants list, presentations, feedback questionnaires, evaluation report.			

Deliverable D6.17 – Final Exploitation and Sustainability Plan

Deliverable Number	D6.17	Lead Beneficiary	8 - CESIE
Deliverable Name	Final Exploitation and Sustainability Plan		
Type	R — Document, report	Dissemination Level	SEN - Sensitive
Due Date (month)	36	Work Package No	WP6

Description
Final Exploitation and Sustainability Plan, long-term action plan for the continuation of the project, its use by the target groups and the progressive take-up and mainstreaming of the proposed CBH mechanisms and curricula by other HEIs, including indicators and means to measure exploitation after the end of the project, Electronic, EN, ~30 pages

Deliverable D6.18 – Project website

Deliverable Number	D6.18	Lead Beneficiary	8 - CESIE
Deliverable Name	Project website		
Type	DEC —Websites, patent filings, videos, etc	Dissemination Level	PU - Public
Due Date (month)	7	Work Package No	WP6

Description
Website in EN, Thai and Laotian with info on the project objectives, target groups, activities and partners, access to downloadable material, news, etc. Project website link promoted via the partners' websites and vice versa. Updated throughout the project

LIST OF MILESTONES

Milestones <i>Grant Preparation (Milestones screen) — Enter the info.</i>					
Milestone No	Milestone Name	Work Package No	Lead Beneficiary	Means of Verification	Due Date (month)
1	Kick off meeting	WP1	1 - PSU	Agenda, meeting minutes, signed participants' list	3
2	Acceptance of the interim report	WP1	1 - PSU	Official acceptance of interim report	18
3	Second interim meeting	WP1	1 - PSU	Agenda, meeting minutes, signed participants' list	24
4	Acceptance of the final report	WP1	1 - PSU	Agenda, meeting minutes, signed participants' list	36
5	Completion of research activities	WP2	6 - SYMPLEXIS	Report documents, project website	7
6	HEIs' plans for the UBC mechanism and holistic career services developed	WP3	5 - UOM	4 report documents	11
7	Completed national training programmes	WP3	5 - UOM	Summary report document	22
8	Launch events for the establishment of the career offices	WP4	3 - NUOL	Agenda, attendance list, photos, project website	16
9	Pilots in the 2 countries evaluated	WP4	3 - NUOL	Evaluation Reports, project website	36
10	New curricula on sustainable tourism completed	WP5	1 - PSU	Online courses, project website	18
11	Pilots in the 2 countries completed	WP5	1 - PSU	Evaluation Reports	36
12	Project's visual identity created	WP6	8 - CESIE	Electronic documents/templates available and used	4
13	Project's website available	WP6	8 - CESIE	Website link (url)	7

LIST OF CRITICAL RISKS

Critical risks & risk management strategy			
Grant Preparation (Critical Risks screen) — Enter the info.			
Risk number	Description	Work Package No(s)	Proposed Mitigation Measures
1	Delays and/or changes to the planned timeline Impact: High Likelihood: Medium	WP6, WP4, WP2, WP3, WP5, WP1	This risk can be mitigated by a well-defined PMP, which will include all the tools needed for early risk recognition and timely implementation of the work plan. Regular communication and meetings, both face-to-face and online, along with constant monitoring and guidance by the PC and detailed guidelines for the WPs will also be used as a risk-mitigation measure. If needed, additional human resources will be mobilised by the partners.
2	Poor communication and lack of coordination Impact: Medium Likelihood: Low	WP6, WP4, WP2, WP3, WP5, WP1	The selection of partners from such different cultural contexts and backgrounds is both enriching and challenging in terms of mutual understanding and communication. The development of a detailed and clear PMP that will identify the exact roles and responsibilities of all partners is the first step to mitigate this risk. Besides, partners' active, committed involvement in the management structure, regular meetings scheduled in advance and constant monitoring of all implementation phases by the WP leaders, with the support of the PC if needed, are essential.
3	Lack of motivation among target groups to take part in project activities and lack of project acceptance Impact: High Likelihood: Low	WP4, WP3, WP5	A meaningful and successful project cannot be implemented without the acceptance and active involvement of the target groups (academic and administrative staff of the partner HEIs in Thailand and Lao PDR, students, recent graduates and employees) This applies both to the capacity

Critical risks & risk management strategy <i>Grant Preparation (Critical Risks screen) — Enter the info.</i>			
Risk number	Description	Work Package No(s)	Proposed Mitigation Measures
			building and the piloting phase. Therefore, the consortium will make their best to present the project in ways that focus on its outcomes and their benefits and to ensure their support from the very beginning. Besides, additional activities will also be considered, such as meetings with key stakeholders, tailor-made information provided through local media and partners' established networks, etc.
4	Failure to engage the key stakeholders Impact: Medium Likelihood: Medium	WP4	A detailed and clear Dissemination and Exploitation Plan may contribute to the risk mitigation, identifying all key stakeholders to pilot and mainstream the developed UBC mechanisms of partner HEIs in Thailand and Lao PDR and the plan to engage them.
5	Limited perception of dissemination activities Impact: High Likelihood: Low	WP6	Successful implementation and results are vital for a project, yet remain meaningless without proper dissemination and appliance that increase its impact and sustainability. The risk of failing at convincing about the project's importance and the limited perception by relevant stakeholders will be mitigated by the development of a comprehensive Dissemination and Sustainability Plan that will take into account partners' established networks and potentially interested parties. The implementation of the plan will be regularly monitored to measure the activities' efficiency and adjusted accordingly so as to reach the widest public possible.



TECHNICAL DESCRIPTION (PART B)

COVER PAGE

Part B of the Application Form must be downloaded from the Portal Submission System, completed and then assembled and re-uploaded as PDF in the system. Page 1 with the grey IMPORTANT NOTICE box should be deleted before uploading.

Note: Please read carefully the conditions set out in the Call document/Programme Guide (for open calls: published on the Portal). Pay particular attention to the award criteria; they explain how the application will be evaluated.

PROJECT	
Project name:	Innovative Curricula for Lifelong Learning of Sustainable Tourism Workforce
Project acronym:	INNO4Tourism
Coordinator contact:	Dr. Tatiyaporn Jarumaneerat, Prince of Songkla University (PSU)



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##APP-FORM-ERASMUSBLSII@#

##PRJ-SUM-PS@# [This document is tagged. Do not delete the tags; they are needed for the processing.]



PROJECT SUMMARY

Project summary (in English)

See Abstract (Application Form Part A).

#\$PRJ-SUM-PS\$# #@\$REL-EVA-RE@\$# #@\$PRJ-OBJ-PO@\$#

1. RELEVANCE

1.1 Background and general objectives

Background and general objectives

Please address all guiding points presented in the Call document/Programme Guide under the award criterion 'Relevance'.

Describe the background and rationale of the project.

How is the project relevant to the scope of the call? How does the project address the general objectives of the call? What is the project's contribution to the priorities of the call (if applicable)?

Since 2015 governments world-wide have adopted the 2030 Agenda for Sustainable Development, along with the Sustainable Development Goals (SDGs), setting out a global framework to “end poverty, protect the planet, and ensure that by 2030 all people enjoy peace and prosperity”¹. Sustainable tourism is firmly positioned in the 2030 Agenda. Not only does it have the potential to contribute to all its seventeen (17) goals, but it has also been explicitly included in the targets of Goals 8, 12 and 14 on inclusive and sustainable economic growth, sustainable consumption and production (SCP) and sustainable use of oceans and marine resources, respectively.

Sustainable tourism, one of the largest and fastest growing economic sectors worldwide, can foster economic growth and development at all levels. It contributes to the professional development of the population, especially youth and women, while creating work opportunities, as recognized in Goal 8 “by 2030, devise and implement policies to promote sustainable tourism that creates jobs and promotes local culture and products”. Therefore, investing in sustainable tourism benefits society at large, by increasing skills and professional development, among else. At the same time, as set in Goal 12, upon adopting sustainable consumption and production (SCP) practices, the tourism sector transforms into a vehicle towards sustainability, while it has the potential to help preserve fragile ecosystems and promote a blue economy (Goal 14).

Having said that, the impact of the COVID-19 pandemic on global tourism was overwhelming, changing the policy context and inviting countries all over the world to take action. Like all crises, the pandemic brought both a series of challenges and opportunities for progress, by moving to greener, more sustainable tourism development models. As identified in a 2021 OECD Tourism Paper², although approaches vary depending on the local context, the goal of evolving current tourism business models and unwrap the sector's ability to create jobs, foster economic growth and enhance social cohesion, is common to all. Besides, the World Travel and Tourism Council's (WTTC) 2022 EIR report³ informs us that the contribution of the Travel & Tourism sector across Asia Pacific to GDP rebounded significantly, creating almost 77 million new jobs over this decade.

This is the context that gave birth to the proposed project, which responds to global challenges through an international synergy. More specifically, the idea emerged from the Research & Development Innovation Centres/Hubs set up by CBHE project “ASTRA”, the goal of which is to enhance the financial sustainability for the research activities in the Prince of Songkla University, Chiang Mai University, National University of Laos, and Savannakhet University that are also partners of this project. During the capacity building delivered by EU experts and afterwards, the academic staff discussed the importance of improving the tourism and hospitality studies offered and worked together on the design of a project that would address the common challenges, enable Asian HEIs to update their curricula and establish mechanisms that encourage and support the cooperation between universities and the business sector, so as to strengthen the employability of tourism and hospitality students, following the European Green Deal.

As a result, INNO4Tourism aims at contributing to the alignment of HEIs in Thailand and Lao PDR with the rapidly-changing hospitality and tourism labour market, so that the employability of students and recent graduates is enhanced, along with the skills and knowledge of current employees. Through cooperation with universities and relevant organizations from Europe, it will enable their expertise and European good practices and policies to be transferred and adapted, benefitting the Asian higher education institutions (HEIs) and systems in general. Therefore,

¹ <https://www.undp.org/sustainable-development-goals>

² OECD (2021), “Managing tourism development for sustainable and inclusive recovery”, *OECD Tourism Papers*, No. 2021/01, OECD Publishing, Paris, <https://doi.org/10.1787/b062f603-en>.

³ <https://wtcc.org/Portals/0/Documents/Reports/2022/EIR2022-Global%20Trends.pdf>



the project is relevant to the general objective of the call, since it proposes an international cooperation mechanism in order to update, modernize and improve higher education in Asia, aiming at the partner countries' socio-economic recovery, growth and prosperity in the context of the current economic globalization, decline in human development, fragility and rising socio-economic and environmental inequalities caused by the COVID-19 pandemic.

In terms of this innovative capacity building project, new approaches and initiatives will be introduced in higher education, based on a transfer of experience, competencies and good practices, through activities that will strengthen the capacities of the partner HEIs to address current challenges. More specifically, it will align the offer of higher education with the hospitality and tourism labour market, enhancing students' employability based on updated, innovative, learner-centred curricula on sustainable tourism, entrepreneurship and management, digital skills, green and soft skills while it will also actively link the academic with the business world through University – Business sector cooperation mechanisms. At the same time, it is designed so that it has a long-term impact on the targeted education institutions and system in general, that goes beyond the projects' lifetime, reforming HEIs and benefitting the society as a whole. In other words, not only does it plan to develop a program to be implemented once in particular settings, but to pilot and propose an institutional reform for Hospitality and Tourism HE programs that will democratize HEIs and make them more inclusive, accessible and impactful. The project is therefore in line with the scope of the call, since it proposes the development of an entrepreneurial mind-set along with missing yet needed competencies and skills within the institutions that will enable them to create and transfer knowledge for the benefit of society.

What is more, it contributes to the overarching priority "Sustainable growth and jobs". Taking into account Asia's economic dynamism and the EU's sustainable growth and governance model, along with the environmental and social challenges emerged from the rapid growth of the travel sector, the new curricula will be developed on the basis of gap identification in the hospitality and tourism sector in order to develop meaningful and innovative material that will target necessary yet missing life and work skills (e.g., digital, green and soft skills), updating the specific academic sectors while improving their attractivity and impact by upskilling and enhancing students' employability. This way, INNO4Tourism plans to contribute to the economic prosperity and poverty reduction in Lao PDR and Thailand and the development of a green economy, following and promoting the European experience, paradigms and policies.

Last but not least, the proposal responds to the key objectives of the European strategy for HE and, especially, its focus on [a]. empowering universities as actors of change in the twin green and digital transitions - through the development of the new online courses on sustainable tourism that will equip students and lifelong learners with digital skills for the green transition, and [b]. reinforcing universities as drivers of Europe's global role and leadership - through the international cooperation among the partner universities, non-for-profit organizations and associations in Italy, Greece, Thailand and Lao PDR. INNO4Tourism proposes synergies that will significantly benefit the EU universities in becoming outward looking and competitive on the global scene, thus boosting Europe's attractiveness for cooperation in education, research and innovation. Moreover, through the transfer of skills and knowledge from the programme partner universities, it will support the Asian HEIs and HEI system regarding modernization and innovation. More specifically, the project is linked to a series of EU policies and initiatives of the last decade, such as the Modernisation Agenda for Universities and the Bologna reform, in terms of which HEIs' key role in Europe's future and growth is recognized and the improvement of UBC has been supported. According to a report⁴ published in 2018 about the state of University-Business Cooperation (UBC) in Europe, UBC has been a strong policy priority for the European Commission in the last decade due to its potential to connect different policy areas, including innovation, higher education, entrepreneurship, social development, globalisation and economic recovery. "A common thread, which runs through the policy agenda, is the importance of UBC to support jobs and growth in Europe, providing an array of benefits for HEIs, students, business and society alike". One of the most important responses in these terms was the establishment of the University-Business (UB) Forums since 2008, which enable networking and the exchange of good practices among EU Member States to support the collaboration of HEIs with business at all levels (research, education and innovation).

Therefore, the project proposes effective solutions for global challenges, externalizing relevant EU policies and initiatives that promote inclusive sustainable growth and a green economy, thus demonstrating the EU added value.

1.2 Needs analysis and specific objectives

Needs analysis and specific objectives

Please address the specific conditions/objectives set out in the Call document/ Programme Guide, if applicable.

Describe how the objectives of the project are based on a sound needs analysis in line with the specific objectives of the call. What issue/challenge/gap does the project aim to address?

The objectives should be clear, measurable, realistic and achievable within the duration of the project. For each objective, define

⁴ European Commission, Directorate-General for Education, Youth, Sport and Culture, Meerman, A., Galan Muros, V., Davey, T., et al., *The state of university-business cooperation in Europe: final report*, Publications Office, 2018, <https://data.europa.eu/doi/10.2766/676478>.



appropriate indicators for measuring achievement (including a unit of measurement, baseline value and target value).

According to a report published by the World Economic Forum in 2022⁵, the Travel and Tourism sector needs to be recovered and developed more than ever in the post-pandemic era, due to its potential for economic development and resilience globally. Among other things, the report describes the Travel and Tourism (T&T) Sustainability subindex of T&T sustainability challenges and risks that includes three pillars: [a]. environmental sustainability (general sustainability of an economy's natural environment, protection of natural resources, readiness for climate change), [b]. socioeconomic resilience and conditions (gender equality, diverse workforce, greater workers' rights, reducing the number of young NEETs) and [c]. travel and tourism demand pressure and impact (overcrowding and demand, quality and impact of T&T).

There are two important factors that should not be overlooked in terms of efforts for such recovery:

[a]. The need to bridge the university with the business world. As already mentioned, since 2006, through the Modernisation Agenda for Universities and the Bologna reform, HEIs' key role in Europe's future and growth is recognized and the improvement of UBC has been supported via four types of mechanisms: [a]. policy, [b]. strategic, [c]. structural and [d]. operational. Various significant initiatives have emerged since then, such as the HEInnovate, a free self-assessment tool for HEIs wishing to explore their entrepreneurial and innovative potential based on entrepreneurial activities including leadership, staffing and links with business.

In Asian HEIs, efforts have also been made to foster collaboration between academic institutions and entrepreneurs, as identified in an OECD paper published in 2021⁶. For instance, courses are adjusted in Thailand's Eastern Economic Corridor (EEC) area, so as to be in line with "Cooperative and Work-Integrated Education", where employers and institutions work together in the curricula design. However, according to the same source, more could be done through the creation of networks between universities and the private sector. The EU experience, partly described above, could further enhance such efforts.

[b]. The need to modernize teaching methods. The Covid-19 pandemic brought disruptions to in-person attendance and university shutdowns, stressing this way the importance of investing and moving to technology-intensive options. As the OECD paper mentioned above highlights, Asian universities should focus on modernizing their teaching methods, increasing the provision and access to courses by all and facilitating students' attendance through the use of online technologies, which is already prominent among overseas HEIs, including EU ones.

Having said that, despite the recovery of the Travel & Tourism sector in the Asia-Pacific region, studies suggest that more could be done for its sustainable and resilient development, which in turn contributes to the regional development. More specifically, as identified in the Travel and Tourism Competitiveness Index Report (2021), published in May 2021 by the World Economic Forum, Thailand and Lao PDR scored only 4.3 and 3.4 out of 7, respectively, on the overall tourism development. One of the key reasons behind such low scores is the lack of proper and adequate training of students and employees in the sector so as to be able to support the sustainable development of the tourism and hospitality industry. While some operational skills may no longer be needed due to the technological advancement, others are required in the context of the industry's dynamic change. Therefore, as recognized by the 4 partner HEIs in Thailand and Lao PDR as well, innovative teaching methods and curricula that respond to the new post-COVID-19 market demands in terms of skills and knowledge are more necessary than ever.

Considering the rapidly changing socio-economic conditions, INNO4Tourism aims at covering an important gap in HEIs of Thailand and Lao PDR that offer hospitality and tourism degrees regarding the relevance of the programmes to the actual labour market to enhance students' employability by offering skills that respond to the market demand for sustainable tourism and equip students with the right mindset. At the same time, driven by a holistic and sustainable perspective that takes into account the environmental and social impact of the travel sector's growth, it aims at developing curricula that will address the needs of visitors, the industry, the environment and host communities⁷, in a way that such growth is aligned with the common good. Such efforts are also in line with the work currently undertaken by local tourism associations in terms of human development, sustainable development and adoption of green practices.

After an initial mapping conducted by the partner HEIs with the contribution of the other partners, the following needs were identified, which the project will aim to address:

a) Institutional level

- Introduction of new innovative teaching approaches and services to current academic and administrative staff to meet the dynamic needs of tourism and hospitality industry in the post COVID-19 era.
- Increase of the teaching staff's knowledge and ability to transfer it on four essential pillars: sustainable

⁵ World Economic Forum (2022), Travel and Tourism Development Index 2021: Rebuilding for a Sustainable and Resilient Future, *Insight Report May 2022*

⁶ Vandeweyer, M., et al. (2020), "Thailand's education system and skills imbalances: Assessment and policy recommendations", *OECD Economics Department Working Papers*, No. 1641, OECD Publishing, Paris, <https://doi.org/10.1787/b79adb6-en>.

⁷ UNWTO, EU Guidebook on Sustainable Tourism for Development.



tourism, tourism entrepreneurship and management, digital skills, green and soft skills.

- Enhancement of skills and knowhow on developing online courses among teaching staff in hospitality and tourism programmes.

b) National level

- Fostering life-long learning skills among the current and future learners who will be an important driver of the countries' development.
- Increase of competitiveness of the countries by improving the quality of future workforce in tourism and hospitality industry.
- Encourage green behaviours and practices among industry practitioners.
- Instill digital skills and make the digital transformation as comprehensive and inclusive as possible as a response to the digitalization of the tourism and industry sectors.

c) Regional level

- Introduction of sustainable recovery actions for the tourism industry in Asia, considered as the main economic driver in the post COVID-19 era and qualification of the workforce with green mindset, new life-long skills and business acumen.
- Equip workforce with updated digital skills that follow the ongoing digital transformation in the hospitality and tourism sector.

In order to address the above-mentioned needs and challenges, it is necessary to establish effective links between the university and the labour market. The mechanism that INNO4Tourism proposes for a structured cooperation with tourism employers is the establishment of career offices in the 4 HEIs in Thailand and Lao PDR.

The 4 HEIs have some relevant structures, such as student affairs departments. However, these departments/offices offer limited types of support to students. More specifically, PSU and NUOL have no dedicated career office, just a Student Development and Internship Office (Faculty of Hospitality and Tourism - PSU), and a Centre for Career and Occupation (Faculty of Economics and Business Management - NUOL), which provide counseling, training and job seeking support, but without direct connection to the labour market.

CMU and SKU have student affairs offices/departments, but they mainly publish job openings, and do not provide guidance on future job opportunities and/or career development. In addition, the staff of these departments have limited capacities in relation to developing and sustaining cooperation with the labour market that can support the HEIs in addressing the mismatches between the requirements of employers and their educational offer.

Therefore, the project's goal is that the Asian HEIs create active bridges with the tourism business sector through extending the mandate and improving the services of the existing student affairs departments or creating new career offices that will link the institutions to the tourism labour market, as well as provide holistic career support to students and alumni, which is essential, especially now in the post-pandemic era and recovery of tourism.

In view of the above, the project aims to achieve the following objectives:

Specific objectives	Indicators	Baseline value	Target value
O1. Improve the academic offer of HEIs and students' access to innovative curricula on sustainable tourism in the form of online, non-degree courses (sustainable tourism -inclusive and accessible tourism-, tourism entrepreneurship and management, digital skills, soft skills, e.g., problem-solving, time management, teamwork)	Number of HEIs offering innovative curricula on sustainable tourism in the form of online courses and non-degree courses.	0 (among selected).	At least 4 fully piloted.
O2. Improve the skills of current and future students of hospitality and tourism programmes according to the labour market needs.	Students with increased knowledge on sustainable tourism and awareness of the labour market needs through their training in the new curricula and work-based opportunities/ placements.	Will be measured under WP5.	At least 240 students of Hospitality, Tourism, Business and IT-related Programs.



O3. Upskill/reskill the hospitality and tourism workforce and recent graduates, addressing market gaps/needs to boost their employability.	Percentage of alumni and employees in the hospitality and tourism sector with increased employability.	Will be measured under WP5.	At least 120 recent graduates, alumni and/or employees in the tourism industry.
O4. Strengthen the skills of HEIs' academic/ teaching staff on developing innovative curricula and introducing innovative elements in existing curricula on sustainable tourism	Number of academic/ teaching staff to be trained on innovative curriculum design.	Will be measured under WP3.	At least 52 academic/ teaching staff.
O5. Enhance teaching skills of academic/ teaching staff in hospitality and tourism programmes (incl. learner-centred and problem-based teaching and learning).	Number of academic/ teaching staff to be trained on learner-centred teaching methods.	Will be measured under WP3.	At least 52 academic/ teaching staff.
O6. Increase the capacities of HEIs' administrative staff on active cooperation with the hospitality and tourism sector and/or other relevant stakeholders and provision of holistic career services to hospitality and tourism students and graduates.	Number of administrative staff to be trained on setting up active cooperation mechanism with the business sector and/or other relevant stakeholders, and holistic careers services.	Will be measured under WP3.	At least 80 administrative staff.
O7. Enhance students' and graduates' students access to modern and holistic career services.	Number of career offices that will offer holistic career support services for students, recent graduates and alumni.	0 (among selected).	At least 4 career offices in partner Asian HEIs.
O8. Enhance the active engagement of HEIs with the business world to address mismatches between the requirements of employers and the offer of HEIs in the hospitality and tourism sector.	Number of pilots of the University – Business sector cooperation mechanisms.	0 (among selected).	At least 4 fully piloted.

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1.3 Complementarity with other actions and innovation — European added value

Complementarity with other actions and innovation

Explain how the project builds on the results of past activities carried out in the field, and describe its innovative aspects (if any).

Explain how the activities are complementary to other activities carried out by other organisations (if applicable). Illustrate the trans-national dimension of the project; its impact/interest in the EU area; possibility to use the results in other countries, potential to develop /cross-border cooperation among Programme countries and Partner countries, if applicable, etc.

If your proposal is based on the results of one or more previous or ongoing projects, please provide precise references to these projects.

The project will take advantage of previous, relevant projects, activities and results. Such actions include the following:

1. The SwitchAsia TOURLINK⁸ project, aiming at supporting the Thai travel sector to become more sustainable by providing capacity building training to tour operators and their suppliers (hotels, transport companies, activity providers), common standards and an international certification facilitating market benefits and international

⁸ <https://www.switch-asia.eu/project/tourlink/>, Implementation period: 2020-2023



recognition of Thailand as a leading sustainable tourism destination.

2. The SwitchAsia SUSTOUR⁹ project, which adopting a business-led approach, promotes Lao PDR as a green destination and supports Micro, Small & Medium Enterprises (MSMEs) in the tourism supply chain to obtain and adhere to sustainable consumption and production practices upheld by the Travelife sustainability certification programme. The project focuses on enhancing the capacity of MSMEs in developing green business approaches in response to market demands, while promoting community-based tourism by providing tour operators and community members with adequate knowledge and awareness of the cost, benefits and responsibilities for sustainable tourism.

3. The ASTRA¹⁰ project whose goal is to support the operation of Higher Education Institutions in Lao PDR and Thailand, by increasing their staff capacity for accessing financial resources through the exploitation of relevant donor-funded Research and Development Programmes and by offering state-of-the-art consulting support services to private clients, through the establishment of 4 Research & Development Innovation Centres (in PSU, CMU, NUOL, SKU, which are partners to this project) Although ASTRA's topic is different from INNO4Tourism, it has set the basis for it, as the project idea has been designed by the 4 Asian HEIs' R&D Hubs, as a result of the training and support of HEI staff provided by Symplexis and other EU partners.

The proposed project will take into consideration the TOURLINK's capacity building training programme and SUSTOUR's Travelife certified SCP practices, while it will take advantage of the networks created in terms of these projects in Thailand and Lao PDR, informing the partners and stakeholders involved about INNO4Tourism's activities and results. Besides, it will make use of the R&D hubs already created in the Asian partner HEIs for the ASTRA project with the aim to promote research and innovation through international funding and private donors. The R&D hubs will support the internationalization of the career offices and facilitate opportunities for mobility, including studies / placements abroad and exchange programmes.

At the same time, the project contributes to the development of cross-border exchange by transferring the EU experience to the 4 HEIs in Thailand and Lao PDR that will function as models to others in the Asia-Pacific region in the future. INNO4Tourism adopts a holistic, multi-level, innovative approach that targets both the industry sector itself and the university, aiming at sustainable mechanisms and structures that involve various stakeholders. The development of innovative online courses that can be attended by students and lifelong-learners worldwide, along with the establishment of career offices offering tailor-made, impactful services, will significantly enhance the modernization processes of the third country HEIs and strengthen cross-border dialogue and cooperation. Building global networks in the context of global competitiveness will of course benefit the programme countries as well by fostering strong relationships between formal and non-formal education institutions that result in the exchange of practices, information and knowledge, thus giving the opportunity of the universities to reinforce their international position and impact. At the same time, internationalization, modernization and networking are identified as crucial improvement factors and placed at the top of the partner HEIs' agendas in Thailand and Lao PDR, most of which participate in the AEEAN University Network¹¹. Therefore, taking part in this Erasmus+ project aligns with the goals of all partner universities and organizations and the EC.

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2. QUALITY

2.1 PROJECT DESIGN AND IMPLEMENTATION

2.1.1 Concept and methodology

Concept and methodology

Please address all guiding points presented in the Call document/Programme Guide under the award criterion 'Quality of the project design and implementation'.

Outline the approach and methodology behind the project. Explain why they are the most suitable for achieving the project's objectives.

The design of INNO4Tourism is based on a sequential, user-led approach. In other words, the goal is to build the activities and outputs in a logical sense that follows the previous steps, making sure to respond to actual needs, while inviting the target groups to fully participate in all stages of the project and to provide feedback that will define the development of the outputs. In addition, a whole-institution approach (WIA) will be followed throughout the project, encompassing teaching methodology and content and engaging stakeholders from the wider community and governance. According to UNESCO (2020)¹²; "The entire learning institution needs to be aligned with sustainable

⁹ <https://www.switch-asia.eu/project/sustour-laos/>, Implementation period: 2020-2024

¹⁰ <https://astra-project.eu/>, Implementation period: 2021-2024

¹¹ <https://www.aunsec.org/>

¹² UNESCO (2020). "Education for sustainable development: a roadmap". Paris: UNESCO. Available at <https://unesdoc.unesco.org/ark:/48223/pf0000374802.locale=en> (last accessed 13/02/2023).



development principles, so that learning content and its pedagogies are reinforced by the way facilities are managed and how decisions are made within the institution. This whole-institution approach to Education for Sustainable Development (ESD) calls for learning environments where learners learn what they live and live what they learn" (p.28).

Having said that, the project's starting point will be the identification of [a]. skills demand and gaps in current hospitality and tourism workforce and [b]. required skills and knowledge on sustainable tourism, entrepreneurship and management, digital skills, green and soft skills through primary and secondary research (WP2). This process will start since the beginning (M1) with the elaboration of a common research protocol, get intensified after the KoM and be completed in M5, leading to 2 national reports -one for Thailand and one for Lao PDR- and one transnational report (M7) that will summarize the key findings and offer recommendations on curriculum development and the new curricula on sustainable tourism.

For the following 5 months, staff of the HEIs in Thailand and Lao PDR will receive capacity building on [a]. setting up UBC mechanisms and holistic career services (80 mid-management/administrative staff) and [b]. innovative curriculum development (12 academic staff) through a ToT programme that will be conducted afterwards in the partner European countries (Italy and Greece) by the universities. The 12 participants of the later will later [c]. train 40 members of their universities' teaching staff on the new curricula, once developed (M20-M22). All these capacity building activities are described under WP3.

Right after the trainings, the pilot phases will follow. More specifically, the setting up of UBC mechanisms in sustainable tourism (WP4) will take place through [a]. the establishment of career offices at the targeted HEIs (M13-M16) that will offer holistic career support services to students, recent graduates and alumni, [b]. the piloting of the UBC mechanisms (M17-M34) and [c]. the evaluation of the pilots and recommendations for the mechanisms' mainstreaming (M35-M36). At the same time, the development and piloting of the new curricula on sustainable tourism will also take place after M13, when 8 non-degree online courses on sustainable tourism will be developed by the trained academic staff (M13-M18), to be piloted (M23-M34) via their integration in the official curriculum (targeting 240 students), the collaboration with the business sector and provision of courses to employees (40 enterprises and 120 employees), as well as work-based learning opportunities/placements for at least 65 students.

Since the beginning of the project and until its end, a series of dissemination and exploitation activities will also be taking place, so as to ensure the project's wide dissemination in all phases, raise awareness on sustainable tourism and the importance of UBC mechanisms and facilitate the mainstreaming of the project results (WP6). These activities will include project launch events, promotion workshops and info-days organized by the 4 HEIs in Thailand and Lao PDR, along with participation in relevant events, production and dissemination of informational material, as well as a final conference.

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2.1.2 Project management, quality assurance and monitoring and evaluation strategy

Project management, quality assurance and monitoring and evaluation strategy

Describe the measures foreseen to ensure that the project implementation is of high quality and completed in time.

Describe the methods to ensure good quality, monitoring, planning and control.

Describe the evaluation methods and indicators (quantitative and qualitative) to monitor and verify the outreach and coverage of the activities and results (including unit of measurement, baseline and target values). The indicators proposed to measure progress should be relevant, realistic and measurable.

Project management, quality assurance, monitoring and evaluation are all crucial aspects for the activities to meet their objectives within the timeframe and with the budget proposed. The main tools that will be used to ensure good quality, monitoring, planning and control are the Project Management Plan (PMP) and the Quality Plan (QP) that will define the key quality assessment criteria of each stage of the project cycle. The QP will be drafted by the project coordinator (PC), at the beginning of the project, outlining all project quality procedures. It will include the Key Performance Indicators (KPIs), which will be set by the partnership at the beginning of the project and regularly measured and analysed during the project steering committee's (PSC) meetings to define next steps. Moreover, the Project Cycle Management (PCM) and the Logical Framework Approach (LFA) will be applied to guide the partnership in all phases of the project and ensure the relevancy, internal coherence, feasibility and sustainability of the project.

The PC designated by the lead partner, will have the overall responsibility for the above, monitoring the project implementation on a daily basis. At the same time, partners will all contribute to the process by designating project managers who will follow it, especially the WPs they lead and the tasks they will be implementing. More specifically, partners will be responsible for the implementation and quality of the activities and deliverables of the WP they lead, based on internal peer review by two consortium members as defined in the quality plan. After the predefined period to provide feedback has passed, the authors will finalize the deliverables according to this. The PSC will regularly review the progress and quality of the activities and intervene if needed to ensure the project's smooth and successful implementation.



The Quality Plan will also include an updated risks list and management strategy to guide risk management throughout the lifetime of the project by identifying, analyzing, managing, monitoring and controlling risks. For this reason, a risk assessment matrix will be created that will qualify the identified potential risks according to their impact on the project and their probability of occurring. Nevertheless, risk assessment will be constantly updated as unexpected sources of risk might be identified later. Each partner will be responsible for reporting potential risks to their WP leader and/or the PC as soon as possible, proposing how to cope with them as well. The three parties will jointly then assess the risk probability, impact and remedial actions. Possible risks along with remedial and all other quality assurance actions will be described in the brief Quality Reports that will be annually prepared by partners and sent to the PC that will draft annual Quality Reports.

During the project's implementation period, an ongoing monitoring process will take place to ensure that it follows the PMP. This will be achieved through a series of methods, such as KPIs comparing the predicted to actual status of each activity, spreadsheets comparing the planned to accrued resources (human & financial), timesheets for all project team members, financial management framework based on clear threshold for each project expense, daily supervision on work performed by WP leaders, regular coordination between the PC and all Project Managers and preparation of annual progress reports.

Besides, to ensure unbiased results, an External Evaluator will be contracted that will develop a comprehensive monitoring and evaluation (M&E) framework and implementation plan to monitor project outputs, outcomes and impact (incl. indicators, baselines, targets, and plan to address information gaps through relevant data collection tools). The External Evaluator will carry out a mid-term (process) and a final (impact) project evaluation, and elaborate an Interim (M18) and a Final (M36) Evaluation Report (see also WP1). The evaluation will be based on data collected from the partners' formal and internal reports, specific activity evaluation reports, discussions and/or interviews with key project staff, beneficiaries etc.

The evaluation indicators that will be used to measure progress, monitoring and verifying the outreach and coverage of the project activities and results, which will be identified in detail in the M&E framework and plan, will include at least the following:

Qualitative

- Satisfaction level of participants in training sessions, placements and dissemination activities;
- Level to which the expectations of the participants in capacity building activities, pilots and placements were met;
- Extend to which activities (capacity building and training sessions, placements, awareness raising etc.) have led to attitudinal/behavioural changes of the target groups (e.g., level of commitment/willingness of higher and mid-management/administrative/academic staff/employees/students to apply the acquired knowledge and skills and actively engage in local sustainability activities/processes, of HEIs leadership to fully mainstream the proposed mechanism and curricula and, of students and graduates to get involved in the labour market, of national policy makers to transform them into reforms for the sustainable transition of higher education, etc.)

Quantitative

· Analytical activities:

- 1 Transnational Report on skills demand and gaps of hospitality and tourism workforce and recommendations for curriculum development
- 8 courses on sustainable tourism
- 1 Final Exploitation and Sustainability Plan

· Training/capacity building activities:

- 1 Training Programme on setting up University – Business sector cooperation mechanisms; 80 higher and mid-management / administrative staff trained
- 1 Training-of-Trainers programme on curriculum development; 12 teaching staff trained
- 1 Training Programme on the new curricula; 40 teaching staff trained

· Pilot activities:

- 240 students trained on the new curricula
- 40 enterprises collaborating with the HEIs
- 120 employees trained on the new curricula
- 165 students having completed work-based learning opportunities/placements

· Cooperation:

- 4 career offices established and/or upgraded

· Dissemination:

- 1 Final Exploitation and Sustainability Plan
- 2.000 printed leaflets
- 5 banners
- 3 press releases
- 4 project launch events
- 4 UBC mechanisms launch events



- 4 promotion workshops
- 4 Info-Days
- 1 Final Conference
- 1.500 website visits
- 40.000 views of social media content
- 40.000 persons reached through dissemination activities

The LOGICAL FRAMEWORK MATRIX in the next page describes the project indicators in a more detailed way.

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LOGICAL FRAMEWORK MATRIX

NARRATIVE SUMMARY OF THE INTERVENTION LOGIC	OBJECTIVELY VERIFIABLE INDICATORS	MEANS OF VERIFICATION	IMPORTANT ASSUMPTIONS AND PREREQUISITES
Goal (general objective) Contribute to the alignment of HEIs in Thailand and Lao PDR with the hospitality and tourism labour market, so that the employability of students and recent graduates is enhanced.	- Number of courses in sustainable tourism developed in cooperation by the four Asian partner HEIs (at least 8) - Rate of tourism and hospitality sector employers confirming that the skills of the students having attended the new courses and completed their placements/work-based opportunities are relevant to their needs by project end (at least 75%) - Rate of tourism and hospitality sector employers confirming that the skills of the employees having attended the new courses are relevant to their needs by project end (at least 75%)	- HEIs e-learning platforms - HEIs academic programmes, annual activity reports and websites - Reports/data from hospitality and tourism industry employers and/or their associations - Project reports and website	- Asian governments/relevant ministries and policy-makers remain committed to supporting the modernization of HE - Asian partner HEIs and other stakeholders committed to cooperate
Purpose (specific Objectives) 1. Improve the academic offer of HEIs and students' access to innovative curricula on sustainable tourism in the form of online, non-degree courses (sustainable tourism -inclusive and accessible tourism-, tourism entrepreneurship and management, digital skills, soft skills, e.g., problem-solving, time management, teamwork)	Number of HEIs offering innovative curricula on sustainable tourism in the form of online courses and non-degree courses (At least 4 fully piloted)	- HEIs' e-learning platforms - HEIs' academic programmes, annual activity reports, websites and social media - Project reports and website - Website & social media analytics - Reports/data from tourism industry employers - Pilot evaluation reports - Local media	- Asian partner HEIs committed to implementing their development and/or internationalisation plans/strategies - Asian governments/relevant ministries and policy-makers remain committed to supporting the modernization of HE - Asian partner HEIs committed to actively cooperate with the industry, civil society and other relevant stakeholders - Socioeconomic conditions (incl. health conditions) allow for the development of international cooperation among HEIs and other partners
2. Improve the skills of current and future students of hospitality and tourism programmes according to the labour market needs.	Students with increased knowledge on sustainable tourism and awareness of the labour market needs through their training in the new curricula and work-based opportunities/placements (At least 240 students of Hospitality, Tourism, Business and IT-related Programs)		
3. Upskill/reskill the hospitality and tourism workforce and recent graduates, addressing market gaps/needs to boost their employability.	Percentage of alumni and employees in the hospitality and tourism sector with increased employability (At least 120 recent graduates, alumni and/or employees in the tourism industry)		
4. Strengthen the skills of HEIs' academic/	Number of academic/ teaching staff to be trained		

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teaching staff on developing innovative curricula and introducing innovative elements in existing curricula on sustainable tourism.	on innovative curriculum design (At least 52 academic/ teaching staff)		
5. Enhance teaching skills of academic/ teaching staff in hospitality and tourism programmes (incl. learner-centred and problem-based teaching and learning).	Number of academic/ teaching staff to be trained on learner-centred teaching methods (At least 52 academic/ teaching staff)		
6. Increase the capacities of HEIs' administrative staff on active cooperation with the hospitality and tourism sector and/or other relevant stakeholders and provision of holistic career services to hospitality and tourism students and graduates.	Number of administrative staff to be trained on setting up active cooperation mechanism with the business sector and/or other relevant stakeholders, and holistic careers services (At least 80 administrative staff)		
07. Enhance students' and graduates' students access to modern and holistic career services.	Number of career offices that will offer holistic career support services for students, recent graduates and alumni (At least 4 career offices in partner Asian HEIs)		
8. Enhance the active engagement of HEIs with the business world to address mismatches between the requirements of employers and the offer of HEIs in the hospitality and tourism sector.	Number of pilots of the University – Business sector cooperation mechanisms (At least 4 fully piloted)		
Outputs (deliverables) Work Package 1: Project management, reporting and evaluation D1.1 Project Management Plan D1.2 Quality Plan D1.3 QA interim monitoring & risk management report D1.4 External Interim Evaluation Report D1.5 QA final monitoring & risk management report D1.6 External Final Evaluation Report D1.7 Project mid-term progress report	Ind. D1.1 Project Management Plan disseminated to all partners and adopted Ind. D1.2 Quality Plan disseminated to all partners and adopted Ind. D1.3 Interim QA & monitoring & risk management report drafted and approved by PSC Ind. D1.4 Interim external evaluation report drafted and submitted Ind. 1.5 Final QA & monitoring & risk management report drafted and approved by PSC Ind. D1.6 Final external evaluation report drafted and submitted Ind. D1.7 mid-term progress report submitted and approved	- HEIs' e-learning platforms - HEIs' academic programmes, annual activity reports, websites and social media - Project reports and website - Website & social media analytics - Participants' lists and evaluation reports in trainings, events, etc.	- Target groups interested and motivated to take part in project activities - Willingness for cooperation among key private and/or public stakeholders

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Work Package 2: Identification of skills demand in sustainable tourism D2.1 National Report on skills demand and gaps in current hospitality and tourism workforce in Thailand D2.2 National Report on skills demand and gaps in current hospitality and tourism workforce in Lao PDR D2.3 Transnational Report on skills demand and gaps of hospitality and tourism workforce and recommendations for the development of the new curricula Work Package 3: Capacity building of staff in HEIs D3.1 Capacity building programme on UBC and holistic career services D3.2 Training Programme on UBC and holistic career services D3.3 HEIs' plans for the UBC mechanism and holistic career services D3.4 Capacity building programme on curriculum development on sustainable tourism D3.5 ToT programme on curriculum development on sustainable tourism D3.6 National training seminars Work Package 4: Piloting of University – Business sector cooperation mechanisms in sustainable tourism	Ind. D2.1 Number of national reports on skills demands and gaps in current hospitality and tourism workforce in Thailand developed (1) Ind. D1.2 Number of national reports on skills demands and gaps in current hospitality and tourism workforce in Lao PDR developed (1) Ind. D1.3 Number of transnational reports on skills demands and gaps in current hospitality and tourism workforce and recommendations for the development of the new curricula developed (1) Ind. D3.1 Number of capacity building programmes on UBC and holistic career services (1) Ind D3.2 Number of higher and mid-management / administrative staff participating in the capacity building programme on UBC and holistic career services (at least 60) Ind. D3.3 Number of HEIs' plans for the UBC mechanism and holistic career services developed (4) Ind. D3.4 Number of capacity building programmes on curriculum development on sustainable tourism (1) Ind D3.5 Number of academic staff participating in the ToT programme on curriculum development on sustainable tourism (at least 12) Ind D3.6.1 Number of national training seminars (4) Ind D3.6.2 Number of academic staff participating in the national training seminars (at least 40) Ind. D4.1 Number of HEIs' evaluation reports of		
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D4.1 HEIs' evaluation reports D4.2 Summary evaluation report Work Package 5: Development and piloting of the new Curricula on Sustainable Tourism D5.1 Online course on Hospitality and Tourism Sustainable Business Operations and Management D5.2 Online course on Hospitality and Tourism Entrepreneurship D5.3 Online course on Introduction to E-service D5.4 Online course on Information System for Supply Chain and Customer Relationship Management D5.5 Online course on ICT for Tourism Business D5.6 Online course on Labour Market Analysis and Job Seeking D5.7 Online course on Digital Marketing for Tourism D5.8 Online course on Personality for tourism operators D5.9 Summary evaluation report D5.10 Internal accreditation of curricula Work Package 6: Dissemination and Exploitation	pilots of UBC mechanisms in sustainable tourism (4) Ind. D4.2 Summary evaluation report of pilots of UBC mechanisms in sustainable tourism developed (1) Ind. D5.1 Number of online courses on Hospitality and Tourism Sustainable Business Operations and Management developed and uploaded on e-learning platform (1) Ind. D5.2 Number of online courses on Hospitality and Tourism Entrepreneurship developed and uploaded on e-learning platform (1) Ind. D5.3 Number of online courses on Introduction to E-service developed and uploaded on e-learning platform (1) Ind. D5.4 Number of online courses on Information System for Supply Chain and Customer Relationship Management developed and uploaded on e-learning platform (1) Ind. D5.5 Number of online courses on ICT for Tourism Business developed and uploaded on e-learning platform (1) Ind. D5.6 Number of online courses on Labour Market Analysis and Job Seeking (1) Ind. D5.7 Number of online courses on Digital Marketing for Tourism (1) Ind. D5.8 Number of online courses on Personality for tourism operators (1) Ind. D5.9 Summary evaluation report of the pilots, incl. recommendations for the mechanisms' mainstreaming, developed (1) Ind. D5.10 4 Curricula internally accredited by each HEI		
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D6.1 Dissemination and Exploitation Plan D6.2 Dissemination package D6.3 Social Media D6.4 PSU Project launch event D6.5 CMU Project launch event D6.6 NUOL Project launch event D6.7 SKU Project launch event D6.8 PSU Promotion workshop D6.9 CMU Promotion workshop D6.10 NUOL Promotion workshop D6.11 SKU Promotion workshop D6.12 PSU Info-Day D6.13 CMU Info-Day D6.14 NUOL Info-Day D6.15 SKU Info-Day D6.16 Final Conference D6.17 Final Exploitation and Sustainability Plan D6.18 Project website	Ind. D6.1 Dissemination and Exploitation Plans elaborated and adopted by partners (1) Ind. D6.2 Number and type of Information material developed/produced (2.000 printed leaflets -1000 in Thai, 1000 in Laotian-; 5 banners; 20 press releases; 30 press releases) Ind. D6.3 Number and type of Social Media developed and/or used (1 project Facebook; 1 project LinkedIn; all media of all partners (at least 2 types per partner) Ind. D6.4 Number of participants in Project launch events at PSU (30-40) Ind. D6.5 Number of participants in Project launch events at CMU (30-40) Ind. D6.6 Number of participants in Project launch events at NUOL (30-40) Ind. D6.7 Number of participants in Project launch events at SKU (30-40) Ind. D6.8 Number of participants in Promotion workshops at PSU (30-40) Ind. D6.9 Number of participants in Promotion workshops at CMU (30-40) Ind. D6.10 Number of participants in Promotion workshops at NUOL (30-40) Ind. D6.11 Number of participants in Promotion workshops at SKU (30-40) Ind. D6.12 Number of participants in Info-Days at PSU (30-40) Ind. D6.13 Number of participants in Info-Days at CMU (30-40) Ind. D6.14 Number of participants in Info-Days at NUOL (30-40) Ind. D6.15 Number of participants in Info-Days at SKU (30-40) Ind. D6.16 Number of participants in Final Conference (80-100) Ind. D6.17 Exploitation and Sustainability Plan elaborated and adopted by partners (1) Ind. D6.18 Number of website visitors (at least		
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	1.500)		
Activities: Work Package 1: Project management, reporting and evaluation 1.1. Development of the Project Management Plan 1.2. Project Quality Planning and Monitoring 1.3. Day-to-day Management, Financial control & Reporting 1.4. Project meetings Work Package 2: Identification of skills demand in sustainable tourism 2.1 Development of the research protocol 2.2 Primary and secondary research on skills demand and gaps in current hospitality and tourism workforce 2.3 National and Transnational Reports Work Package 3: Capacity building of staff in HEIs 3.1 Training Programme on setting up University – Business sector cooperation mechanisms and holistic career services 3.2 Curriculum Development course (ToT programme) 3.3 Roll-out of the training programme Work Package 4: Piloting of University – Business sector cooperation mechanisms in sustainable tourism 4.1 Establishment of HEI career offices 4.2 Piloting of University – Business sector cooperation mechanisms 4.3 Evaluation of the pilots and recommendations for the mechanisms' mainstreaming	The following main inputs are required to implement the activities: Staff time (Managers -Project Coordinator, Partners Project Managers, Financial Manager, Communication Manager-, Researchers/ Trainers - incl. HEIs' teaching staff-, Administrative, Technical -web developers-) Total person months: 272 WP1 person months: 39 WP2 person months: 28 WP3 person months: 43 WP4 person months: 65 WP5 person months: 63 WP6 person months: 34 Total employee costs: 755.627 EUR Total equipment costs: 36.000 EUR Total travel, accommodation and subsistence costs: 134.392 EUR Training/capacity building seminars/workshops (online & f-2-f): 9 Publications, communication material: 2.000 leaflets; 5 banners; 20 press releases Dissemination events: 17 Services for meetings and seminars: 7.750 EUR Services for communication/promotion/dissemination: 12.000 EUR Website & social media: 1 website, 2 social media accounts Total other goods, works and services costs: 36.150 EUR Total sub-contracting costs: 20.000 EUR	- HEIs' e-learning platforms - Project reports and website - Website & social media analytics - Participants' lists and evaluation reports in trainings, events, etc	- Target groups interested and motivated to take part in project activities - Willingness for cooperation among key private and/or public stakeholders - Project partners staff available for project implementation - Effective project management procedures established upon project commencement - HEIs' management willing to facilitate project implementation

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Work Package 5: Development and piloting of the new Curricula on Sustainable Tourism 5.1 Development of the new Curricula on Sustainable Tourism 5.2 Piloting of the new Curricula on Sustainable Tourism 5.3 Evaluation of the pilots of the new curricula on sustainable tourism and recommendations for improvement Work Package 6: Dissemination and Exploitation 6.1 Development of Dissemination and Exploitation Plan 6.2 Production and promotion of dissemination material and tools 6.3 Organization of dissemination and exploitation events 6.4 Development of Final Exploitation and Sustainability Plan			
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2.1.3 Project teams, staff and experts

Project teams and staff			
<i>Describe the project teams and how they will work together to implement the project.</i> <i>List the staff included in the project budget (budget category A) by function/profile (e.g. project manager, senior expert/advisor/researcher, junior expert/advisor/researcher, trainers/teachers, technical personnel, administrative personnel etc. and describe shortly their tasks. If required by the call, provide CVs of all key actors. If required by the Call document/Programme Guide.</i>			
Name and function	Organisation	Role/tasks	Professional profile and expertise
Assistant Professor Tatiyaporn Jarumaneerat	Prince of Songkla University	Project Manager	Dr. Tatiyaporn has extensive work experience with international projects including Erasmus+ and UNESCO projects. She is currently project manager of the Advancing Strategic Management, Leadership and Fundraising in Higher Education (ASTRA) in Asia Erasmus+project for Prince of Songkla University. She is the Head of Hospitality Management, at the Faculty of Hospitality and Tourism (FHT), Prince of Songkla University (PSU), Phuket Campus. In the faculty role as Head of Hospitality Management, she is involved in all aspects of teaching and learning, including curriculum design and development, and quality assurance of the programs. She recently participated in the research project which investigated economic and social impacts of COVID-19 on the vulnerable groups in Phuket, and currently acting as the focal point for UNESCO's 'Phuket - City of Gastronomy' project.
Assistant Professor Dr.Pornpisanu Promsivapallop	Prince of Songkla University	Researcher	Dr. Pornpisanu is currently Dean of the Faculty of Hospitality and Tourism, Prince of Songkla University. During his administration at the faculty, he has led his team to raise quality of education to be recognised internationally. He has also published articles in top hospitality and tourism journals. He has substantial international connections and currently serves as the Vice President for ASEAN Tourism Research Association. He has also formed close connection with hospitality and tourism industry and associations. He serves as a researcher for the current Erasmus+ ASTRA project.
Associate Professor Dr. Prathana Kannaovakun	Prince of Songkla University	Trainer/Teaching staff	Dr. Prathana is currently Dean of the Faculty of International Studies, Prince of Songkla University. She was a former Dean of the Faculty of Hospitality and Tourism, and former Vice President for Academic Affairs at Prince of Songkla University, Phuket Campus. She serves as the Area Consultant II for ASEAN of the Asia-Pacific Council on Hotel, Restaurant and Institutional Education (APacCHRIE). She contributes to the Erasmus + ASTRA project as a researcher.
Miss Amornrat Sahapattanawana	Prince of Songkla University	Finance/Admin Officer	She is a PSU Lodge Manager of Faculty of Hospitality and Tourism, Prince of Songkla University. She is also part of the Erasmus + ASTRA project as an Admin Officer.
Miss Chotima Witthayasirikul	Prince of Songkla University	Finance/Admin Officer	She is the Academic Administrator at Faculty of Hospitality and Tourism, Prince of Songkla University. She is also part of the Erasmus + ASTRA project as an Admin Officer.
Asst.Prof.Dr. Orawit Thinnukool	CHIANG MAI UNIVERSITY	Project Manager	Asst.Prof.Dr. Orawit Thinnukool completed his Ph.D. in Research Methodology in 2014 from Prince of Songkla University and recently works as a lecturer for the department of Modern Management and Information Technology at the College of Arts, Media and Technology, Chiang Mai University. His research interests include information technology, educational technology, health information system, and research operation. He is the Assistant Dean of Research and Collaboration, College of Arts, Media and Technology, Chiang Mai University, and also the Head of the Embedded System and Computational Science Lab, which has forms the research networking across many faculties in the university.



Asst.Prof.Dr.Na paporn Reeveerakul	CHIANG MAI UNIVER SITY	Finance/Ad min Officer	Asst.Prof.Dr.Napaporn Reeveerakul is the Director of the Digital Innovation and Transformation Center, College of Arts, Media and Technology, Chiang Mai University, which is an organization that drives educational innovation by developing the skills, knowledge, and digital capabilities of the workforce and entrepreneurs. Her research interests and background are supply chain and logistics management, tourism, and industrial engineering. As the role of coordinator of international project, she had experience on several projects of Erasmus Mundus Action 2, such as SmartLink South-East-West Mobility for Advanced Research, Learning, Innovation, Network and Knowledge (Year 2014-2018); FUSION-Featured eUrope and South asia mObility Network (Year 2013-2016) etc.
Asst.Prof.Dr.Pat taraporn Khuwuthyakorn	CHIANG MAI UNIVER SITY	Researcher	Asst.Prof.Dr.Pattaraporn Khuwuthyakorn is a lecturer for the Modern Management and Information Technology program, College of Arts, Media and Technology, Chiang Mai University. Her research interests and background are in the field of computational methodology development, embedded systems and application, IT management in organizational contexts and pattern recognition and machine learning, etc. Moreover, she developed the course "O2O Retail Business Management for Digital Entrepreneurs" and disseminate it on the Massive Open Online Course (MOOC), CMU, which is the one of outputs of her research project. (MOOC is the open online courses platform of the Lifelong Learning Center, Chiang Mai University.)
Asst.Prof.Dr. Uraiwan Hanwong	CHIANG MAI UNIVER SITY	Researcher	Asst.Prof.Dr. Uraiwan Hanwong is the Deputy Dean of the Faculty of Education, Chiang Mai University. Her skills and expertise are in the theoretical and applied research related to teaching and learning activities, and also curriculum development for elementary and undergraduate programs.
Assoc.Prof.Dr. Pradthana Jaipong	CHIANG MAI UNIVER SITY	Researcher	Assoc.Prof.Dr. Pradthana Jaipong is the director of "CMU Lifelong Education Center", which is an organization that aims to drive holistic education innovation in order to create a sustainable lifelong learning culture in society. His research areas are algebraic topology, low dimensional topology, hyperbolic geometry.
Asst.Prof.Dr.Na phatsanan Vinijvorakijkul	CHIANG MAI UNIVER SITY	Trainer/Teac hing staff	Asst.Prof.Dr. Naphatsanan Vinijvorakijkul is the Head of department of Tourism, Faculty of Humanity, Chiang Mai University, Her main research areas are tourism management, the tourism industry, and work-integrated learning. As the role of the head of the department, she provide many extra-curricular activities that could facilitate students to be able to increase their knowledge and related skill, moreover, her department has experiences to organize training courses for general guides in order to support the expansion of the country's tourism industry according to the government's tourism promotion policy.
Miss. Sirin Tokhiaw	CHIANG MAI UNIVER SITY	Communicati on Officer	Miss. Sirin Tokhiaw is an employee at the Digital Innovation and Transformation Center, College of Arts, Media and Technology, Chiang Mai University. She has worked as a project coordinator staff of several projects funded by both national and international research funding organizations
Mr. Natthapon Sricort	CHIANG MAI UNIVER SITY	Technical staff	Mr. Natthapon Sricort is software developer of the Embedded System and Computational Science Lab, College of Arts, Media and Technology, Chiang Mai University. He has experiences and high skills in website and mobile application development.
Asssoc. Prof. Thongphet Chanthanivong, Vice Dean, Senior Lecturer	National Universit y of Laos	Project Manager	Assoc. Prof. Thongphet Chanthanivong has completed MBA in International Business, 2000, Asian Institute of Technology (AIT), Thailand. In 2004, he accomplished MA in International Relations, University of Mons, Belgium and in 2010 he archived DEA in Economics Development, University of Dijon, France. He has received Certificate of IFRS Trainer, Institute of Certified Accountants and Auditors of Thailand to Federation of Accounting Professions of



			Thailand. His position is Vice Dean of Faculty of Economics and Business Management, National University of Laos. Furthermore, he is a Chairman of the Education Committee Board of Lao CPA. He is a Committee Board Member of Banque Pour Le Commerce Extérieur Lao Public. He is also a Committee Board Member of Lao Airlines Company. He is the Committee Board Member of Lao Accounting Standard, Ministry of Finance. He is the project manager of ASTRA project.
Assoc. Prof. Phanphasa Lomchanthala, Lecturer, Researcher	National University of Laos	Finance/Admin Officer	Assoc. Prof. Phanphasa Lomchanthala has been a lecturer in the Department of Accountancy, Faculty of Economics and Business Management, National University of Laos since 2001. She has completed the Training of Specialists and Technicians supported by Temasek Foundation International of Singapore, Institution of Singapore Chartered Accountants Public Administration Programme in Accountancy - Vientiane, Laos. She also has completed Lao CPA Training of Trainer on Lao Financial Reporting Standards for Non-Public Interest Entities. In 2021, she had been received the certificate of Lao Certified Public Accountant. She had been involved in training programs for many projects both in the government and private sectors. From 2021 until the present, she has been the financial officer of EU projects such as ASTRA.
Assoc. Prof. Dr. Viriyasack Sisouphanthong, Lecturer, Researcher	National University of Laos	Researcher	Viriyasack Sisouphanthong is an economist whose work relates to human resource development in Lao PDR. His works include labor market prediction, out-of-school children, youth employment, child labor, benefit incidence in the educational sector, etc. He works closely with the Ministry of Education and Sports and the Ministry of Labor and Social Welfare in policy making, and is also a consultant for several organizations such as World Bank, Asian Development Bank, International Labour Organization, etc. Additionally, he is also a public finance expert that works with the Ministry of Investment and Planning and the Ministry of Finance in analyzing public expenditure in the education and health sector. He also teaches economics subjects and Econometrics at the National University of Laos. He won scholarships to continue his master's and doctoral degrees from the Japanese government, and also received several research funds from the Lao government.
Dr. Toulany Thavisay, Lecturer, Researcher	National University of Laos	Trainer/Teaching staff	Dr. Toulany Thavisay received a Ph.D. in Global Business in 2019 from Hanyang University, Seoul, South Korea. He also completed his Master degree in Tourism and Hospitality Management from National Tourism and Hospitality Management, Hyderabad, India in 2011. Currently, he is a lecturer and a researcher at the Faculty of Economics and Business Management. His main teaching subject includes International Business, Business Ethics, Digital Marketing, and Business Research Methodology. Besides, he is also a visiting professor to Solbridge International Business School, Daejeon, South Korea in 2022, and a part-time teacher at the Lao-American Institute, Vientiane Capital, Lao PDR. Dr. Thavisay has published several research papers in the international peer-reviewed journals such as Journal of Retailing and Consumer Services, Korean Social Science Journal, Service Marketing Journal, Actual Problems of Economics, and Sustainability. His main research area includes marketing management, technology and adaptation, e-commerce, development, tourism, and SMEs. Prior to joining the higher education situation, Dr. Thavisay worked for international private companies. He used to be a venue/operational manager at the Silver Heritage Group, an assistant manager at Korean Trade and Investment Agency (KOTRA). Dr. Thavisay also works for several projects. For instance, he is working for ASTRA project which is capacity building in research and fund-raising strategies for teachers and researchers at higher education institutions as well as ENCORE project funded by EU Commission. He is also a freelance consultant working for USAID on building Lao national handicraft branding and strategy in 2022. Dr. Thavisay is also a certified master trainer as he provides training on Leadership – Leading Organizational Change. He has also been appointed as mentor for supply & value chain for ASEAN mentorship for



			entrepreneur network.
Dr. Soubin Sisavath, Technical Staff	National University of Laos	Communication Officer	Dr. Soubin Sisavath is a technical staff and coordinator for student and staff mobility at the International Relations Office, National University of Laos. He graduated with a BA in English language from National University of Laos and then received his M.A. and Ph.D. in Educational Development and Cultural and Regional Studies from Hiroshima University, Japan. He had also experienced working as a research assistant and project coordinator for the strengthening higher education project in Laos, giving him experience in collaboration with universities and relevant authorities. For research, he has conducted research projects related to his research expertise, specifically graduate employability, student mobility and internationalization of higher education in Laos. His projects involved students, graduates, and employers, so he has knowledge of what are sought after in the Lao labor market. Soubin has authored and co-authored five publications related to student mobility and employability. According to educational projects, he was a beneficiary of student and staff mobility under the Erasmus Mundus Programme to Spain and Portugal respectively. Right now, Soubin has involved directly in two Erasmus + CBHE projects as a member in two projects: ASTRA (Advancing Strategic Management, Leadership and Fundraising in Higher Education in Asia), focusing on capacity building and funding raising strategies for faculty members to conduct innovation development and research in ICT and social sciences, and CIRCULAR (Circular Economy Living Laboratories Supporting Social Innovation in Southeast Asia), focusing on creating the CIRCULAR Model and integrating it into higher education curricula. Therefore, he has previous experience in research projects which is beneficial for in-depth needs analysis, quality assurance, dissemination, and networking activities.
Dr. Bounheuang Ninchaleune	Savannakhet University	Project Manager	Bounheuang Ninchaleune holds a MSc degree in Forestry, awarded by the University of Technology Dresden, Germany. He holds a PhD. Degree awarded by the University Putra Malaysia, Malaysia for a dissertation entitled Impact of Agriculture practices and Forest Utilization on Socio-Economic and Environment of Vientiane Province, Lao PDR. His research centers around environmental impact assessment and soil sciences. As a Vice President for Academic Affairs of the Savannakhet University, he has extensive experience in developing HEI curricula.
Phetsavan Somsivilay	Savannakhet University	Finance/Admin Officer	Miss Phetsavan Somsivilay is an Acting-Head of International Relations Division, Savannakhet University (SKU). She has worked as an international coordinator and teaches English classes. She builds and manages international partnerships with foreign governments and universities, such as the American Fulbright program and Karlsruhe University of Education in Germany. These partnerships have brought foreign teachers and researchers into the university as well as provided new workshops and training opportunities for our staff. Ms. Phetsavan is strongly interested in collaborating with other institutions to establish program for cooperation in educational sustainable development. Prior to joining the university, Phetsavan taught private Lao language classes to foreigners and worked as a translator at Ethnic Trade Company. As a volunteer Country Coordinator with the Lotus Educational Fund, which fights human trafficking and empowers young women through educational opportunities, she oversees the program's legal requirements and provides career counselling and academic support for girls. Phetsavan is a graduate of Champasak University, where she studied English, and the Rovira i Virgili University in Spain, where she obtained her master's degree in English as a second language.
Vilaiphone Hanthavong	Savannakhet University	Researcher	He is an acting-head of Department of Tourism and Hospitality Management, Savannakhet University. He graduated a master's degree in Economic Management and Tourism, National University of



	y		Economics, Vietnam. He has knowledge and experiences in doing research on tourism management, guesthouse-hotel operators and tourist destinations in Khammouan and Savannakhet provinces under the grant of the tourism development program of the French government in 2012-2013. Research on Motivation and workplace environment that affect organizational commitment of business administration, Savannakhet University, Research on Evaluation of the willingness of the people of the stone houses to conserve the ancient stone houses tourism site, Xai Phu Thong District, Savannakhet Province, Lao PDR.
Miss Douangdeuan Kommanivanh	Savannakhet University	Trainer/Teaching staff	She works as a lecturer at Department of Tourism and Hospitality, Faculty of Business Administration. She completed a bachelor's degree in general business administration program from Institute of Management Economics and Business. She has a knowledge of general business administration and management and hospitality services.
Mr. Vannasinh Bouttathep	Savannakhet University	Communication Officer	Vannasinh Bouttathep works as a junior officer at International Relations Division, Savannakhet University (SKU). He is working in charge of his office team in collaborating with other institutions to establish program for cooperation in educational sustainable development. He also teaches English for communication as intermediate at Department of Tourism and Hospitality Management, Faculty of Business Administration. He graduated a master's degree in tourism management from Budapest business school-University of sciences and applied, Hungary, where was his first experience in practicing English speaking skills with international students. Before pursuing his master degree, he worked as an officer in quality control division, KOLAO company, Savannakhet Province, work as a receptionist at front office department in Savan Vegust-Hotel. At the present, he is also working in charge with SKU team as the role of an assistant coordinator under EU-ASTRA Project.
Miss Supata Chanthavong	Savannakhet University	Trainer/Teaching staff	She works as a teacher at Department of Tourism Hospitality management. She graduated a master's degree from the National University of Economics, Department of Tourism Economy Management, Hanoi, Vietnam. She has a knowledge of tourism management and economy. She can speak English as basic level, and Vietnamese is advance.
Jason Papathanasiou	University of Macedonia	Project Manager	Jason Papathanasiou (team leader) is a Professor at the Department of Business Administration. He holds a PhD in Operational Research and Informatics and a degree in Physics from the Aristotle University of Thessaloniki. He has published papers in international scientific peer referred journals like the Environmental Monitoring and Assessment, Regional Studies, European Journal of Operational Research, PNAS and has participated in many research projects in FP6, FP7, H2020, Interreg, Erasmus+ and COST; he served also as a member of the TDP Panel of COST and currently serves at the coordination board of the EURO Working Group of Decision Support Systems. His research interests include Decision Support Systems, Operational Research, Data Analytics and Multicriteria Decision Making.
Chris Vassiliadis	University of Macedonia	(Sustainable) tourism expert	Chris Vassiliadis constitutes a member of the academic teaching and research staff of the Department of Business Administration of the University of Macedonia in Thessaloniki, Greece. His research interests focus on the marketing of services and the management of tourist destinations. His research has been published in various journals, as, Journal of Targeting; Measurement and Analysis for Marketing, Tourismos: An International Multidisciplinary Journal of Tourism, Tourism and Hospitality Management, Journal of Tourism Management, Journal of Vacation Marketing, Journal of International Tourism Research, Journal of Hospitality & Leisure Marketing and the Journal of Tourism Analysis.
Dimitra Manou	University	Researcher/	Dimitra Manou is a Senior Researcher and Teaching Staff at the



	y of Macedonia	Trainer	School of Law, Aristotle University of Thessaloniki. She holds a Degree in Law, a Msc. in International Studies and a PhD in Legal Studies (Aristotle University of Thessaloniki). She worked as a postdoctorate fellow in the Biodiversity Governance Unit (BIOGOV) at the Universite Catholique de Louvain-la-Neuve, Belgium with a research focus on international environmental law. She has conducted research in several multidisciplinary FP6, FP7, H2020 and EU funded projects and participated in COST actions. Anastasia Blouchoutzi is a Research Fellow at the University of Macedonia working on a "Horizon 2020" project, which focuses on Migration and Asylum Crises. She is also in the research team of a project funded by the "Hellenic Foundation for Research and Innovation" examining the tendencies of diaspora towards Greece. She has considerable research experience in various Greek and EU-funded projects like Erasmus+ and Interreg Europe. She holds a BA in International Studies, an MSc in International Economics and a PhD in Migration Studies. Her research interests include Economics of International Migration, Labor Economics and Macroeconomics. She speaks five languages and she has ten years' experience in project management.
Georgios Tsaples	University of Macedonia	Researcher/Trainer	Georgios Tsaples graduated from the Aristoteion University of Thessaloniki and a Master's degree (MSc) in Engineering and Policy Analysis from Delft University of Technology, where he was introduced to simulation (especially System Dynamics and Agent-Based Modelling) and Decision Analysis (Multi-Criteria Decision Analysis). He has a PhD in Operations Research from the University of Macedonia. He worked as a Research Fellow at Center for Cyber Intelligence and Information Security of the University of Rome "La Sapienza", where he was part of the System Dynamics Group and was working on EU -funded projects dealing with the simulation of disruptive events in urban transportation systems. He has also been a research associate at the Hellenic Institute of Transport. Currently, he is a researcher at the University of Macedonia. His research interest include methodological aspects of Operational Research, Artificial Intelligence and the application of mathematical programming techniques to socio-economic systems.
Sofia Gkarane	University of Macedonia	(Sustainable) tourism expert	Sofia Gkarane is a PhD Candidate in the Department of Business Administration at University of Macedonia. She holds a Master in Business Administration and a Bachelor Degree in International Economics from University of Macedonia. Her research interests include tourism management, event management, tourism seasonality, sports tourism marketing, sustainable tourism and hospitality. She has presented her work at a number of international academic conferences, such as International Conference on Strategic Innovative Marketing and Tourism (ICSIMAT), International Conference on Contemporary Marketing Issues (ICCM), International Conference on International Business (ICIB) and International Scientific Conference TOURMAN. She is a member of the Greek Marketing Academy. Her publications appeared in Springer, in the International Journal of Strategic Innovative Marketing, in the Piccola Impresa / Small Business Journal and in the IGI Global.
Giota Digoglou	University of Macedonia	Researcher/Trainer	Giota Digoglou is a PhD candidate at the Department of Business Administration. She holds a bachelor's degree in Business Administration and a master's degree in Information Systems from UoM, with a strong interest in decision support systems, and operations research. For the last 4 years, she has been working in the implementation of research and educational EU-funded projects. She is particularly involved in projects that promote responsible use of resources and sustainable development through education, and develops educational material that support continuous professional and personal development.
Georgios Alexopoulos	Symplexis	Project Manager	Georgios Alexopoulos holds degree in Electrical Eng., and an MBA. Experienced Project Manager. He is involved in numerous projects in various thematic areas, such as social protection & social



			inclusion, support to vulnerable groups, employability promotion, protection of human rights, lifelong learning & education. In this project he will be responsible for coordination and monitoring of the activities of Symplexis, including reporting, and for leading WP2.
Georgios Triantafyllou	Symplexis	Researcher/Trainer	Georgios Triantafyllou has significant experience in EU Project Management at both national and European level since 2014. He has worked as Project Officer in EU-wide network organisations in Brussels for more than two years (Lifelong Learning Platform and EURASHE), and since 2018 he works as Project Manager and Knowledge and Technology Transfer expert in Greek NGOs and Universities on education, human rights promotion, social integration, Responsible Research and Innovation and sustainable development. He is involved in all aspects of EU projects management including research, implementation, coordination, financial management and proposal development. Overall, he has been involved in more than 25 EU funded projects in the fields of education, lifelong learning, social inclusion, and sustainable development. He also has significant experience in the development, facilitation and delivery of educational programmes in various topics. He holds a BA in Cultural History. He will contribute to the activities' implementation on behalf of Symplexis.
Christina Bonarou	Symplexis	Researcher/Trainer	Christina Bonarou holds a PhD in Communication, Culture and Tourism, an MA in Cultural Policy, Management & Communication, an MSc in Tourism Planning, Management & Policy, and a BA in Communication, Media & Culture. She has worked as an Adjunct Professor in Higher Education (postgraduate and undergraduate University programmes, National School of Public Administration & local government), and in VET Institutes. She has more than 13 years of experience as a researcher and communications officer in national and international/EU funded projects. In addition, Dr Bonarou has an in-depth knowledge of the Greek Public Sector with 8 years' hands-on experience in the areas of high-level administration, communication, social media strategy, press & public relations and crisis communication management. She is also a PRINCE2 Practitioner, an experienced distance learning instructor and author of several research papers, book chapters and a monograph. She will contribute to the activities' implementation on behalf of Symplexis.
Elina Vaki	Symplexis	Communication Officer	Elina Vaki holds an MA in Visual Culture and a BA in Communication and Mass Media. She has also attended a 2-year course in Advertising and Public Relations. She has worked in private companies as a digital communication consultant and as a project manager in European research projects and projects of the public and private sector. In Symplexis, she works as Communication and Dissemination Manager, responsible for the dissemination activities of all EU projects. She also works as freelancer in the design and implementation of websites, content copywriting and editing, exhibition planning and storyboarding and she has been responsible for the creative direction of brand identities and their offline and online communication strategy. She will be responsible for management and implementation of the partner's dissemination and exploitation activities under WP6.
Adamantios Sotiropoulos	Symplexis	Financial Officer	Adamantios Sotiropoulos holds a degree in Accounting and Finance, a postgraduate degree in Economics and an MBA. He has 12 years of work experience as an accountant in financial management departments of companies in various sectors. For the last 5 years he has been working in the non-profit sector, and is responsible for financial planning and project reporting. He will be responsible for financial management and reporting of the partner's expenditures (WP1).
Mauro Ferrante	UNIVERSITÀ DEGLI STUDI DI PALERMO	Project Manager	Associate professor in Social Statistics with strong background in tourism-related topics. He taught in tourism degree Survey methodology in tourism and tourism statistic. His research interests are focused on quantitative method for the analysis of tourism. Special focus on the analysis of tourism seasonality and spatial



	O		concentration. He also published on topics related with the analysis of tourist behaviour through new technology (GPS). He was responsible of a variety of research projects funded by national and international organizations.
Massimiliano Gattuso	UNIVERSITÀ DEGLI STUDI DI PALERMO	Finance/Admin Officer	Administrative expert for research projects at the Department Culture e Società. He has handled the administrative management of numerous projects, including Horizon projects and capacity building in higher education e.g. Migrants CPHE project: 610242-EPP-1-2019-1-IT-EPPKA2-CBHE-JP
Stefano De Cantis	UNIVERSITÀ DEGLI STUDI DI PALERMO	Researcher/Trainer	He is the Coordinator of the Master Degree in Tourism Systems and Hospitality Management. The 2nd cycle Degree Course in Tourism Systems and Hospitality Management at the University of Palermo aims at educating professionals possessing theoretical knowledge and advanced operational skills for the design and implementation of the inter-sectoral and infrastructural interventions, necessary for the qualification of tourist, hospitality and food systems.
Antonino Abbruzzo	UNIVERSITÀ DEGLI STUDI DI PALERMO	Researcher/Trainer	Associate Professor in Statistics, has authored several publications in international journals in the field of tourism and transportation, including multidestination travel analysis and GPS data analysis for the study of tourism.
Giovanni Ruggieri	UNIVERSITÀ DEGLI STUDI DI PALERMO	Sustainable tourism expert	Ph.D. in tourism science and researcher in Applied Economics. Lecturer in Tourism Economics at the University of Palermo, he collaborates with Leeds Metropolitan University, the University of Malta, Helwan University in Egypt, and Florida International University in Miami for the International Master in Hospitality Management. He is author of several scientific articles on island tourism economies, tourism destinations and networks. President of the Observatory on European Island Tourism (OTIE), he is an active member of the International Association of Scientific Experts in Tourism (AIST) and the International Association of Tourism Economists (IATE).
Jelena Mazaj	CESIE	Project Manager	PhD in Economics and Statistics, topic – Networks for Sustainable Innovations. Over 15 years of her professional experience combines research, training, administrative work and consultancies on capacity building and knowledge management for higher education institutions, R&I networks for innovations, responsible research and innovation and non-formal education. Currently, she runs responsibilities of the HE&R Coordinator of the one largest NGOs in Italy. She is an active contributor to TEMPUS IV and Erasmus+ CBHE projects, more than 10 projects implemented in all three directions: Fostering access to cooperation in higher education, Partnerships for transformation in higher education and Structural reform projects. She coordinates research under the topics: capacity building for HEIs, internationalisation, sustainable innovation, rural development, resilience, digital learning, STEM and others. She is a member of: Società Italiana di Management Accademia Italiana di Economia Aziendale and International Sustainable Development Research Society, an author/co-author of over 10 scientific publications and contributor more than 15 project deliverables.
Mauro Cardella	CESIE	Finance/Admin Officer	Financial Manager of the CESIE's Finance Unit. Mr. Cardella is responsible for financial and administrative management of EU funded programmes under different DGs including DG EAC, DG Justice, DG Home Affairs, DG External Cooperation, DG Research and DG Employment. He has strong skills in project finance management, risks analysis and prevention, financial monitoring and EU accountability.
Simona Palumbo	CESIE	Researcher/Trainer	Project manager at CESIE. Her areas of expertise cover: project management, development of innovative and participative tools and



			methods in the fields of education, support to entrepreneurship, networking. Worked on different Erasmus+ projects, such as: Performers Go Online: to support the cultural sector with the promotion of lifelong learning activities amidst the global economic crisis brought by the CoVid-19. NOVA: to equip adult learners with innovative solutions in creative and cultural sector during COVID-19. - Creative Talent Factory: to offer educational material to artists that wish to launch their own business and thrive in the world of art entrepreneurship. RestART: to support the digital transition and resilience of creative and cultural sector's actors.
Alberto Provenzano	CESIE	Communication Officer	Alberto Provenzano is an ICT technician and graphic designer; he leads the Communication and Visibility Department at CESIE. He manages the visual image of CESIE and is responsible for dissemination and exploitation of different international, EU and local projects' results. He is experienced in development of online tools (e-learning programmes, websites, online surveys, platforms, etc.), social media management data management, online privacy in response to ethical issues and protection of personal data.
Mr. Thaneth Tantipiriyakij	Phuket Tourist Association	Tourism expert	He is the president of Phuket Tourist Association. He previously served as the Vice President of Meetings and Special Activities at PTA and has been elected the President since July 2022. He is working actively with government and private sectors to ascertain that Phuket tourism is developed in a much more sustainable approach.
Mr. Rangsiman Kingkaew	Phuket Tourist Association	Tourism expert	He is an executive committee of Phuket Tourist Association, an organisation established to promote businesses in Phuket that are directly related to tourism such as hotels, transportations, foods and beverages, souvenir shops as well as entertainment and recreational businesses. He is one of the key people in tourism and hospitality industry of Phuket. He has played very active roles and instrumental to key initiatives and projects to increase public and private sector's awareness about sustainable tourism in Phuket. At present, he is appointed as an industry specialist by Prince of Songkla University to increase much closer collaborations between the University and the industry. His work focuses on wellness tourism, sustainable tourism, and tourism strategy.
Ms. Ampa Ardarn	Phuket Tourist Association	Admin Officer	She is working as an administrator of Phuket Tourist Association since 2011. Her educational background is Computers for Business.

Outside resources (subcontracting, seconded staff, etc)

If you do not have all skills/resources in-house, describe how you intend to get them (contributions of members, partner organisations, subcontracting, etc).

If there is subcontracting, please also complete the table in section 4.

Apart from internal evaluation, the evaluation of the project will also be assigned to an external evaluator, so as to ensure objectivity and unbiased reporting of results. This will be done through an open procurement procedure inviting qualified contractors to present their offers, while the final selection will be made based on quality of services and best value for money.

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2.1.4 Cost effectiveness and financial management**Cost effectiveness and financial management (n/a for prefixed Lump Sum Grants)**

Describe the measures adopted to ensure that the proposed results and objectives will be achieved in the most cost-effective way.

Indicate the arrangements adopted for the financial management of the project and, in particular, how the financial resources will be allocated and managed within the consortium.

 *Do NOT compare and justify the costs of each work package, but summarize briefly why your budget is cost effective.*



INNO4Tourism has been designed following a realistic approach and optimum utilisation of financial resources, exploiting and allocating them efficiently from within the participating organisations, so as to ensure cost-effectiveness and provide good value for money (in terms of the activities and results planned as compared to the grant requested).

More specifically:

[a]. Task allocation for the proposed activities has been decided based on the expertise of each partner, aiming at the best possible result with the lowest possible utilisation of resources, while translation activities will be made by partner staff as well to minimize translation costs,

[b]. Partners have committed to implement the tasks using own resources, without resorting to outsourcing activities and/or content through subcontracting,

[c]. Online means will be used to minimize the in-person ones, which will only take place at specific key periods of the project's implementation, will include a minimum number of participants and which will be combined with other activities, when possible (ToT, Final Conference),

[d]. The purchase of services and/or products (e.g., office equipment) has been foreseen to be made at the lowest possible cost following a thorough market research,

[e]. Partner HEIs' own platforms will be used to host the developed material, while open-source software tools will be used to the extent possible throughout the project, and

[f]. The established networks of project partners will be used for both research and dissemination purposes, minimizing the need for advertising in order to attract and involve stakeholders.

Financial management will be carried out by the coordinator (PSU) that will allocate and transfer project funds to each partner on the basis of the signed Partnership Agreements. The Financial Manager will also [a]. provide guidance, [b]. constantly monitor project expenditures, [c]. ensure that the expenditures reported by each partner are aligned to the GA rules and that they correspond to the activities set out in the PMP, and [d]. provide templates to be used by partners for financial reporting. Besides, each partners' Project Managers will be responsible for the management of their own budget, the correct use of the funds received and the timely reporting of their expenditures in accordance with the work plan and reporting templates provided. The main tools for budget control will be [a]. the financial guidelines included in the PMP, [b]. the partner meetings and [c]. the annual financial reports that each partner shall prepare and send to the coordinator.

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2.1.5 Risk management

Critical risks and risk management strategy

Describe critical risks, uncertainties or difficulties related to the implementation of your project, and your measures/strategy for addressing them.

Indicate for each risk (in the description) the impact and the likelihood that the risk will materialise (high, medium, low), even after taking into account the mitigating measures.

Note: *Uncertainties and unexpected events occur in all organisations, even if very well-run. The risk analysis will help you to predict issues that could delay or hinder project activities. A good risk management strategy is essential for good project management.*

Risk No	Description	Work package No	Proposed risk-mitigation measures
1	Delays and/or changes to the planned timeline Impact: High Likelihood: Medium	All	This risk can be mitigated by a well-defined PMP, which will include all the tools needed for early risk recognition and timely implementation of the work plan. Regular communication and meetings, both face-to-face and online, along with constant monitoring and guidance by the PC and detailed guidelines for the WPs will also be used as a risk-mitigation measure. If needed, additional human resources will be mobilised by the partners.
2	Poor communication and lack of coordination Impact: Medium Likelihood: Low	All	The selection of partners from such different cultural contexts and backgrounds is both enriching and challenging in terms of mutual understanding and communication. The development of a detailed and clear PMP that will identify the exact roles and responsibilities of all partners is the first step to mitigate this risk. Besides, partners' active,



			committed involvement in the management structure, regular meetings scheduled in advance and constant monitoring of all implementation phases by the WP leaders, with the support of the PC if needed, are essential.
3	Lack of motivation among target groups to take part in project activities and lack of project acceptance Impact: High Likelihood: Low	3, 4, 5	A meaningful and successful project cannot be implemented without the acceptance and active involvement of the target groups (academic and administrative staff of the partner HEIs in Thailand and Lao PDR, students, recent graduates and employees). This applies both to the capacity building and the piloting phase. Therefore, the consortium will make their best to present the project in ways that focus on its outcomes and their benefits and to ensure their support from the very beginning. Besides, additional activities will also be considered, such as meetings with key stakeholders, tailor-made information provided through local media and partners' established networks, etc.
4	Failure to engage the key stakeholders Impact: Medium Likelihood: Medium	4	A detailed and clear Dissemination and Exploitation Plan may contribute to the risk mitigation, identifying all key stakeholders to pilot and mainstream the developed UBC mechanisms of partner HEIs in Thailand and Lao PDR and the plan to engage them.
5	Limited perception of dissemination activities Impact: High Likelihood: Low	6	Successful implementation and results are vital for a project, yet remain meaningless without proper dissemination and appliance that increase its impact and sustainability. The risk of failing at convincing about the project's importance and the limited perception by relevant stakeholders will be mitigated by the development of a comprehensive Dissemination and Sustainability Plan that will take into account partners' established networks and potentially interested parties. The implementation of the plan will be regularly monitored to measure the activities' efficiency and adjusted accordingly so as to reach the widest public possible.

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2.2 PARTNERSHIP AND COOPERATION ARRANGEMENTS

2.2.1 Consortium set-up

Consortium cooperation and division of roles (if applicable)

Please address all guiding points presented in the Call document/Programme Guide under the award criterion 'Quality of the partnership and the cooperation arrangements'.

Describe the participants (Beneficiaries, Affiliated Entities, Associated Partners and others, if any) and explain how they will work together to implement the project. How will they bring together the necessary expertise? How will they complement each other?

In what way does each of the participants contribute to the project? Show that each has a valid role and adequate resources to fulfil that role.

The consortium consists of 9 partners; 6 universities from Italy, Greece, Thailand and Lao PDR, 2 non-for-profit organizations from Italy and Greece and 1 association from Thailand, thus ensuring complementary knowledge, experience and expertise related to the scope and objectives of the project, enabling it to generate significant impact through their cooperation.

There follows a brief description of the participants:

[1]. PSU - Prince of Songkla University was established under the Southern Development Plan policy with the intention to become the leading university in the southern region of Thailand, in terms of delivering graduate students, academic research and academic services whilst appreciating and maintaining arts and culture. The university's



management aims to graduate students that empower the country and are equipped for the real world. The Faculty of Hospitality and Tourism (FHT) was established in 1997 offering international programs in hospitality and tourism management in order to support the development of the country's industry. FHT has more than 2,500 graduates, and supported many key industry and government projects such as Phuket UNESCO City of Gastronomy and the launching of Phuket Sandbox Scheme in the efforts to reopen the tourism destination during the COVID-19 pandemic. PSU is attended by a total number of 32,428 students (500 in the FHT) and employees 11,830 people (9,294 administrative, 2,536 teaching staff; 58 -23 administrative and 35 teaching- in the FHT).

[2]. CMU - Chiang Mai University is a public university located in Chiang Mai, Thailand. It was established in 1964 and is one of the oldest and most respected universities in the country. It offers undergraduate, postgraduate and Ph.D programs in a wide range of fields, including business, engineering, medicine, and social sciences. The university is well-known for its strong research programs, internationalization and its diverse student population. As of 2022, the university has 31,398 students enrolled in undergraduate programs, 4,623 Master's degree students, and 1,421 Ph.D. students. Currently, there are two undergraduate study programs at the CMU are providing related/partial related in tourism and hospitality management courses. Graduates of the Department of Tourism work in a wide range of tourism & hospitality related fields including airlines, tour operating companies, hotels and etc. The Department has around 100 new students enrolled each year on average. There are 9 academic staff members and 5 administrative staff members in the Academic Service unit of the Department in total. Another department is the Modern Management and Information Technology (MMIT) at the College of Arts, Media and Technology. The MMIT program aims to enable students to connect and apply IT knowledge to organizational management in the business sector. Students learn basic knowledge of software development and information technology along with business administration (e.g., management, logistics, supply chain and marketing). The program is partially related to Tourism management, as a couple of its major subjects are in Tourism management (e.g., Introduction to E-Tourism business, Service and Operation in E-Tourism, Information and Communication Technology for E-Tourism). The MMIT program provides students with both management and IT knowledge, allowing them to work as executive employees, managers, and information technology workers such as corporate data analysts, marketing data analysts, IT Support, Enterprise Database Administrator and etc. The MMIT program has around 150 new students enrolled each year on average and is supported by a team of 12 academic staff, 4 teaching assistants and 7 administrative staff. Moreover, CMU recently launched the CMU Lifelong Education Center as a way to prepare human resources for the changes of today's world. The Center's mission is to empower individuals to take control of their own development and to provide them with the tools, resources and flexible, accessible, and affordable education options that can be tailored to meet the specific needs of the learners. The Center also provides opportunities to gain new skills, knowledge and certifications for individuals to continuously learn and grow throughout their lives. Therefore, the Department of Tourism in the Faculty of Humanities, the Modern Management and Information Technology (MMIT) Department in the College of Arts, Media and Technology and the Lifelong Education Center at CMU are three entities that will be participating in this project, bringing a diverse range of expertise and resources to the project, with a focus on sustainability of workforce in tourism and hospitality management for surrounding communities in Northern Thailand.

[3]. NUOL - the National University of Lao PDR is the oldest and leading University among HEIs in Lao PDR. The University employs approximately 1,700 teaching and management staff and has the highest number of graduates approximately 6,200 annually (more than half of total graduates). Besides, the University has a high number of business management and tourism development students who would pursue their future work in the tourism sector, particularly the Faculty of Economics and Business Management (FEBM). The faculty has 98 teaching and management staff and about 1,050 graduates each year.

[4]. SKU - Savannakhet University was inaugurated and established on the 27th of March 2009. The main missions of the University are: - the socio-economic development strategy of the 3 provinces (Savannakhet, Khammouane and Bolikhamxay); - equal access to higher education for people living in both urban and rural areas, in especially unprivileged people from rural and remote areas; - the national strategy of education development so as to gradually approach the national and international standard and - human resource development. SKU offers, among else, a Hospitality and Tourism Management (HYM) undergraduate program, the aim of which is to build and support human resources to provinces in the central part of Lao PDR in the tourism sector. The program experienced a rapid increase in the number of students, while the COVID-19 pandemic affected the demand and decreased students. Today, SKU counts with 2,381 students and 335 staff (297 teaching and 38 administrative) in total, 60 students and 10 staff (7 teaching and 3 administrative) in the department.

[5]. UoM - The University of Macedonia was established in its current form in 1990 and is located in Thessaloniki, Northern Greece. It is a State University under the responsibility of the Ministry of Education. About 16.000 undergraduate and 2.000 graduate students attend courses in the University of Macedonia. They key areas of interest are related to the fields of economics, administration, applied informatics and social and political sciences. The Department of Business Administration of the University of Macedonia aims at preparing skilled professionals for the recruitment of businesses of any type and size operating in the private or public sector within the Greek and European social and financial system at local, national or multinational level. The Department of Business Administration also contributes to the promotion of knowledge on the broader field of Tourism Management and the creation of executives capable of operating professionally in their field of business (such as hotels, travel agencies, and catering companies) or organizations (such as municipal and regional tourism agencies), and promoting the development of research and its applications to act in their respective areas. Through the MA in Tourism Management, it aims to train senior executives of tourism businesses in the public and private sector to meet the needs of their specialized activities through a tailored business executives' program. Finally, it aims to develop specialized executives capable of



promoting the upgrade of the quality of services provided and of the overall internal operation of tourism businesses and organizations to help improve the organization's efficiency and effectiveness of the Tourism Sector in the country and its international environment in the tourism market.

[6]. Symplexis is a Greek non-for-profit organization that works to ensure equal opportunities for all through actions and measures that build skills, encourage active engagement and participation, contribute to the inclusion of disadvantaged groups, protect the rights of population groups that face discrimination, support environmental protection, and combat climate change, through research, training, capacity building, awareness raising, advocacy and information sharing, in cooperation with local actors. It has implemented more than 60 EU funded projects, including a few CBHE programs that have proven the importance and value of the cooperation between non-for-profit organizations and universities.

[7]. UNIPA – University of Palermo is a consolidated cultural, scientific and teaching presence in central-western Sicily. Its 16 Departments cover the most important domains of contemporary scientific and technological knowledge, including tourism, both in terms of scientific research and educational perspective. About 122 courses (first and second cycle) are yearly offered as well as 44 master and specialization and 23 PhD courses, often in cooperation with external institutions and companies. At UNIPA there is a closed link with the labor market: 3rd students of 1st cycle degree courses and 2nd year students of the 2nd cycle experience practice periods within public or private companies and agencies. Besides, research activity is focused on the issues of tourism as a factor of economic development and as a tool to enable sustainable development in destinations. The team at the University of Palermo has a substantial number of publications in the field of tourism, including journals such as Annals of Tourism Research; Tourism Management; Sustainability, among others, and volume editorships with international publishers (e.g., Springer Nature; McGraw Hill). The University of Palermo also boasts of a bachelor's degree in Tourism and a Master's degree in Tourism Systems and Hospitality Management with the collaboration of Florida International University; the course also has dual degree agreements with European universities such as the University of Malaga and Dubronik.

[8]. CESIE is a non-profit and non-governmental organisation based in Palermo (Italy), established in 2001 and committed to promote the cultural, social, educational and economic development at local, national, European and international levels. CESIE contributes to growth and development through the active participation of people, civil society and institutions, always valuing diversity. Its initiatives contribute to the establishment of a sustainable tourism system, with a lower ecological impact, the sharing of new eco-friendly and energy-saving practices and the strengthening of operators' skills in the tourism sector. CESIE initiatives complementary to the project include HyPro4ST – Sustainable Tourism Innovation Through Hybrid Project Management; ECHO-Tourism; TTRAIN – Tourism training the trainers; Tour2Include – Migrants' Integration into Tourism-Related Professions.

[9]. PTA - Phuket Tourist Association was established under the Trade Association Act in 1966 and is currently under the supervision of the Department of Business Development Phuket Province. Among else, its aim is to: promote businesses directly related to tourism in Phuket (e.g., as hotels, transportations, food and beverages, souvenir shops as well as entertainment and recreational businesses); support businesses that strengthen Phuket Tourism (e.g., arts and cultural-related businesses, meetings, incentives, conventions, exhibitions, medical or sport businesses; support, facilitate and solve any obstacles in business deals among or between members and other parties; exchange research and opinions with business partners, through the sharing of newsletters, knowledge or statistics; improve the quality of the products and services and lift up the standard in order to meet the market needs; collaborate with government units, authorities or any business associations related to Tourism; set rules and regulations in accordance with these objectives; develop, seek and advertise tourist attractions appealing to both domestic and international tourists; conserve, maintain, restore and reserve national resources and local traditions; facilitate and provide security as well as to conduct fair business; act as a medium in receiving donations; support and assist any associations or organizations aiming to promote tourism industry in Phuket, etc.

The following associated partner from Lao PDR will also contribute to the research (WP2) and dissemination (WP6) activities:

LATA - The Lao Association of Travel Agents is an independent association whose members are travel agents and tour operators in Lao PDR. It was established in 2004 with the formal approval of the Lao National Tourism Administration (LNTA). All members of LATA are legally registered with statutory authorities in Lao PDR, including LNTA and provincial authorities where appropriate. The members work closely with the LNTA and Provincial Tourism Organisations in Lao PDR to help achieve the Lao National Tourism Strategy with the following objectives: - promoting Lao PDR as a quality tourism destination in all trade markets worldwide; - ensuring that the highest standards of service are offered by the Lao travel industry; enhancing the business ethics of the travel profession; - encouraging the development of a sustainable tourism industry in Lao PDR and - supporting LATA's members expand international affiliation.

Undoubtedly, the project's implementation will be holistic and rich thanks to the diverse, strong consortium with complementarity of know-how. PSU will offer important knowledge in hospitality and tourism management, CMU will bring a diverse range of resources focused on sustainability of workforce in tourism, NUOL will provide its long experience in the provision of work-based learning opportunities and SKU will bring the necessary input related to accessibility and inclusion. Expertise from the EU universities on sustainable tourism, from the UoM on UBC and UNIPA on curriculum development will also be provided, while Symplexis and CESIE will bring their experience in the



implementation of EU funded projects and transnational synergies for a common goal. Finally, PTA will make use of its members and network to ensure the successful implementation of all activities, along with maximum dissemination, impact and sustainability of the results.

Therefore, the roles and distribution of tasks among partners is balanced and based on their type, experience and expertise, taking advantage of their varied profiles and fields of action. More specifically:

[1]. PSU, as the coordinator, will be responsible for the overall management, coordination and monitoring of the project (WP1). Besides, it will lead WP5 that is focused on the development of the new curricula, while it will also implement project activities in Thailand under WPs 2, 3 and 4.

[2]. CMU will implement project activities in Thailand under WPs 2, 3, 4 and 5.

[3]. NUOL will lead WP4 (Piloting of University – Business sector cooperation mechanisms in sustainable tourism), while it will also implement project activities in Lao PDR under WPs 2, 3 and 5.

[4]. SKU will implement project activities in Lao PDR under WPs 2, 3, 4 and 5.

[5]. UoM, due to its experience on UBC mechanisms, will coordinate the capacity building activities under WP3 and lead the Training Programme on setting up University – Business sector cooperation mechanisms and holistic career services. It will also provide feedback in terms of WP2 and WP5, as well as support and guidance for the pilot phase of the UBC mechanisms (WP4).

[6]. Symplexis, with its wide experience in research in terms of EU funded projects, will lead WP2 and provide feedback on the activities of WP3, WP4 and WP5.

[7]. UNIPA, with its expertise in curriculum development on sustainable tourism, will lead the ToT programme on curriculum development and coordinate the training of teaching staff on the new curricula under WP3. Besides, it will provide feedback in terms of WP4, as well as support and guidance for the pilot phase of the new curricula (WP5).

[8]. CESIE with its wide experience in the design and implementation of dissemination and awareness raising campaigns, will lead WP6, while it will also provide feedback in terms of WP3, WP4 and WP5.

[9]. PTA, using its wide network of stakeholders in the travel and tourism sector, will actively participate in the project's pilot phase and implement activities under WPs 2, 3, 4 and 5.

Moreover, all project partners will contribute to the management activities of WP1 and to the wide dissemination of the project activities and outputs (WP6) through their various networks at local, national and continental level.

2.2.2 Consortium management and decision-making

Consortium management and decision-making (if applicable)

Explain the management structures and decision-making mechanisms within the consortium. Describe how decisions will be taken and how regular and effective communication will be ensured. Describe methods to ensure planning and control.

Note: The concept (including organisational structure and decision-making mechanisms) must be adapted to the complexity and scale of the project.

For the project's successful implementation, the definition of management structures and decision-making mechanisms within the consortium is crucial. In these terms, three levels are identified:

- The decision-making level consisting of the Project Steering Committee (PSC), chaired by the Project Coordinator (PC) and comprising of 1 representative from each partner (Project Managers) who are the highest authority and central bodies for strategic decisions within the consortium, responsible for the overall performance of the project.
- The management level including the Project Coordinator (PC - PSU), the Financial Manager (PSU) and the Communication Manager (CESIE), responsible for the operational management of the project.
- The executive level including the WP leaders responsible for coordinating all tasks under the WPs, in cooperation with the partners involved in specific tasks.

The consortium will be managed by the PC through regular communication, meetings, reporting and the provision of relevant technical and financial guidelines, while the PMP will describe in detail the governance structure, along with the mechanisms and tools for the management and coordination of the project in terms of management and administration including communication means, decision process, and conflict resolution.

The PSC will meet periodically to monitor the progress of the project; 4 physical meetings will be held, while additional online meetings will be held whenever required, and at least once per semester (see WP1).

Decision making in the PSC will be based on the consensus. If it cannot be reached, the majority of 2/3 principle will be followed, with each partner having 1 vote of equal value and if required, the PC's vote will count for an additional, decisive vote. In case of technical, financial or procedural conflict among partners, amicable settlement will be applied whenever possible at the lowest decision-making body.

All issues and/or conflicts will be resolved at WP level, while for issues affecting the overall project work plan and/or budget if no agreement is reached, even with the mediation of the PC, the issue will be dealt by the PSC through voting.



3. IMPACT

3.1 Impact and ambition

Impact and ambition

Please address each guiding points presented in the Call document/Programme Guide under the award criterion 'Impact'.

Define the expected short, medium and long-term effects of the project. Who are the target groups? How will the target groups benefit concretely from the project and what would change for them?

The primary target groups of the project are:

[1]. HEIs' staff (administrative and academic) of Hospitality and Tourism Programs, Business, and IT-related Programs in Thailand and Lao PDR

[2]. Students of Hospitality and Tourism, Business, and IT-related Programs in Thailand and Lao PDR

[3]. Recent graduates, alumni and employees in the hospitality and tourism sector in Thailand and Lao PDR

Additionally, the project also targets:

[4]. Enterprises in the tourism and hospitality sector in Thailand and Lao PDR

[5]. Local, regional, national and international authorities/education policy-makers in Thailand and Lao PDR

[6]. HEIs' networks at national (Thailand and Lao PDR) and international level

[7]. Research institutes/community at local/regional/national/international level

[8]. Local civil society in Thailand and Lao PDR

[9]. Local/regional/national/international industry and investment community

[10]. Local communities/general public in Thailand and Lao PDR

The effects of the project and the benefits to the target groups include the following:

Short-term effects

- Enhanced skills and competencies of at least 132 members of the HEIs' staff who will benefit in total (80 administrative and 52 academics, including 12 trainers), updating their knowledge and skills in sustainable tourism, while learning how to set up UBC mechanisms (administrative staff), develop innovative curricula and acquire learner-centred teaching methods and techniques (academic staff).

- Enhanced skills and competences of at least 240 students who will be trained to obtain knowledge and skills related to sustainable tourism by attending the courses that will be developed for 1 academic year. The students will also be benefited by the established career offices that will provide them with modernized career services, while 165 of them will further enhance their employability via work-based opportunities/placements. Apart from increasing the chances of getting employed, these students will also be able to understand the labour market structure and demands.

- Enhanced skills and competencies of recent graduates and alumni who will understand market demands and get upskilled so as to boost their employability

- Enhanced skills and competencies of at least 120 employees who will attend the courses to get upskilled and foster life-long learning skills so that they can keep up-to-date with market demands.

- Strengthened partnerships and cooperation of HEIs with the business world to address mismatched between the requirements of employers and the offer of HEIs in the hospitality and tourism sector, in terms of the UBC mechanisms, including the collaboration with at least 40 enterprises that will offer training to their employees, thus acquiring a better qualified workforce

Medium-term effects

- Enhanced knowledge and awareness of HEIs' networks at national and international level of the benefits of mainstreaming the UBC mechanisms and the innovative curricula on sustainable tourism

- Enhanced awareness of local, regional and national authorities, and of local communities/wider public on the importance of UBC and the promotion of sustainable tourism for the benefit of the local communities

- Promotion of innovative, learner-centred digital approaches to teaching on sustainable tourism

- Enhanced green competences of students, recent graduates, alumni and employees

- Strengthened cooperation/partnerships of HEIs with the local communities/ research

Long-term effects

- Sustainable tourism further embedded into tourism programmes and curricula across disciplines

- Enhanced synergies between EU and Asian HEIs and organizations



- Modernization of Asian HEIs

- Contribution to the objectives of the Green Deal and UN's Sustainable Development Goals

Although the proposed activities target HEIs in Thailand and Lao PDR, the project has the potential to be implemented by other key stakeholders, as well as transferred/adapted to other sectors, thanks to the existence of training programmes and guidelines, which are freely available and accessible, and the dissemination across the project countries and globally that will enable it to reach interested stakeholders. Finally, the project will promote the exchange and cooperation of HEIs with local/regional policy makers for the co-design and planning of local/regional activities/policies on sustainable tourism that further promote innovation and sustainable development, positively impacting society at large.

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3.2 Communication, dissemination and visibility

Communication, dissemination and visibility of funding

Describe the communication and dissemination activities which are planned in order to promote the activities/results and maximise the impact (to whom, which format, how many, etc.). Clarify how you will reach the target groups, relevant stakeholders, policymakers and the general public and explain the choice of the dissemination channels.

Describe how the visibility of EU funding will be ensured.

INNO4Tourism has a tailor-made communication and dissemination strategy, which aims at promoting the project to various audiences through a series of dissemination channels. The communication, dissemination and exploitation of the project will be led by CESIE that will develop a Dissemination and Exploitation Plan (M3), which will be regularly updated throughout the project, so as to address evolving needs; a process that will lead to a final Plan drafted at the end of the project.

In order to promote the project's activities and results and maximize its impact, the plan will include activities that encourage the interaction between research, education, industry, business and the investment community. The communication and dissemination activities, described in detail under WP6, combine different means, tools and channels for achieving effective communication on the basis of 4 levels: [a]. informing – educating, sharing findings, results and know-how with HEIs, relevant stakeholders and the wider public; [b]. raising awareness – letting the stakeholders and wider public learn about the UBC mechanisms and sustainable tourism in HEIs, highlighting the project's experience and its relevance for society; [c]. engaging – encouraging active participation and developing next steps according to the target groups' input and feedback; d) promoting – advertising the project's outputs and results and ensuring their maximal exploitation.

The main target audiences include university staff, students and alumni, higher education stakeholders, representatives from the hospitality and tourism industry, international donors, HEIs' networks at national and international level, local, regional, national and international authorities/policy-makers and key stakeholders, research institutes, local civil society, local/regional/national industry and investment community and local communities/general public.

The role of PTA with its 281 organizations members and PTA with its 57 travel agents and tour operator members, will be crucial for the dissemination and take-up of the proposed mechanisms and curricula, and the successful implementation of all project activities.

In addition, the HE consortium partners in Thailand and Lao PDR belong to various Asian/international networks which will be used as multipliers for maximizing the impact of dissemination and exploitation activities, such as the AUN: ASEAN University Network, ASEA-UNINET: ASEAN-European Academic University Network, ProSPER.Net: The network for the Promotion of Sustainability in Postgraduate Education and Research, SUN Thailand: Sustainable University Network of Thailand, IAU: International Association of Universities, etc.

In order to reach the primary target groups, relevant stakeholders, policy-makers and the general public, a wide set of channels and tools will be utilised including the following events, tools and material, described in detail under WP6¹³:

- 1 Visual identity (logo) and branded templates for all digital and printed materials
- Printed and digital material, including 2.000 leaflets, 20 press releases and 5 roll-up banners
- 2 social media accounts (Facebook and LinkedIn)
- 1 Website
- 4 project launch events
- 4 career office launch events
- 4 promotion workshops
- 4 Info-Days

¹³ Apart from the launch of career offices that is described under WP4.



- Participation in relevant events, sessions and seminars
- 1 final conference

All the above will be directly disseminated to the partners' broad national and EU/international networks targeting over 40.000 persons including HEIs' students and staff, policy-makers, governance experts, local actors and communities, academics specialising in UBC and sustainable tourism, business, tourism and ICT enterprises, educational authorities and other relevant stakeholders.

Last but not least, the visibility of EU funding will be ensured by adhering to all relevant provisions of the Grant Agreement, acknowledging EU support and displaying the European emblem (distinct and separate from the project logo), funding statement and disclaimer in all project outputs and communication activities, both printed and digital, following the EU communication guidelines. The project website & social media will also include direct links to relevant official EU websites and/or social media.

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3.3 Sustainability and continuation

Sustainability, long-term impact and continuation

Describe the follow-up of the project after the EU funding ends. How will the project impact be ensured and sustained?

What will need to be done? Which parts of the project should be continued or maintained? How will this be achieved? Which resources will be necessary to continue the project? How will the results be used?

Are there any possible synergies/complementarities with other (EU funded) activities that can build on the project results?

An inherent element of sustainability of the proposed project is that it is based on the work of the R&D Hubs of PSU, CMU, NUOL & SKU, created by ASTRA project, with which INNO4Tourism will continue to build synergies.

The new curricula will be officially integrated in the regular programme of the partner HEIs in Thailand and Lao PDR. They will continue to be offered to students of the 4 HEIs, and other professionals and local enterprises through their Learning Management Systems. The courses will also, in some cases, be integrated in bachelor degrees (such as that of Hospitality Management and Tourism Management of PSU).

The continuation of work of the career offices and UBC mechanism is guaranteed by the fact that they will be based on existing structures (e.g., student affairs offices), which they will enhance and improve, by extending their services towards a more holistic support model for student and alumni, in cooperation with the business sector. Moreover, the networking potential among the established career offices and EU ones will be examined during and after the end of the project, as well as possible synergies/complementarities with other (EU and/or nationally funded) activities that can build and/or extend the project results such as ASTRA, especially in terms of its R&D hubs, which can strengthen, internationalize and support the financial sustainability of the UBC mechanisms. The R&D hubs will also become actively involved in the UBC mechanisms.

In addition, the capacity building/training programmes, guidelines and recommendations, will be made available to guide relevant stakeholders in the future implementation of the UBC mechanisms and curricula on sustainable tourism. Furthermore, active involvement of the target groups in all the project phases will foster project ownership, ensuring that the project outputs will continue to be used after its completion. Having said that, all main project outputs will be developed in both the third partner country languages and in EN, so as to be easily adaptable/transferable to other organizations and regions. To this end, they will be widely disseminated across the partner countries and the Asia-Pacific region through both dissemination activities & tools and through the partners' networks, especially the ones of PTA and LATA, to promote their take/scaling-up.

Another important aspect for the continuation of the project is the development and implementation of a long-term Dissemination and Exploitation plan that will outline key activities to be undertaken so as to increase the project's impact and sustainability. The plan will also indicate other EU funding opportunities, and/or national and regional funding (including private funding and partly based on the knowledge gained in the ASTRA's R&D hubs), which may be utilized to support the continuation of the project. Furthermore, as already mentioned, the project will promote the exchange and cooperation among HEIs and local/regional policy makers for the co-design and planning of local/regional activities/policies on sustainable tourism that further promote innovation and sustainable development, thus increasing its positive contribution to the wider society.

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4. WORK PLAN, WORK PACKAGES, ACTIVITIES, RESOURCES AND TIMING

4.1 Work plan

Work plan

Provide a brief description of the overall structure of the work plan (list of work packages or graphical presentation (Pert chart or similar)).

WP1. Project management, reporting and evaluation

- 1.1 Development of the Project Management Plan
- 1.2 Project Quality Planning and Monitoring
- 1.3 Day-to-day Management, Financial control & Reporting
- 1.4 Project meetings

WP2. Identification of skills demand in sustainable tourism

- 2.1 Development of the research protocol
- 2.2 Primary and secondary research on skills demand and gaps in current hospitality and tourism workforce
- 2.3 National and Transnational Reports

WP3. Capacity building of staff in HEIs

- 3.1 Training Programme on setting up University – Business sector cooperation mechanisms and holistic career services
- 3.2 Curriculum Development course (ToT programme)
- 3.3 Roll-out of the training programme

WP4. Piloting of University – Business sector cooperation mechanisms in sustainable tourism

- 4.1 Establishment of HEI career offices
- 4.2 Piloting of University – Business sector cooperation mechanisms
- 4.3 Evaluation of the pilots and recommendations for the mechanisms' mainstreaming

WP5 Development and piloting of the new Curricula on Sustainable Tourism

- 5.1 Development of the new Curricula on Sustainable Tourism
- 5.2 Piloting of the new Curricula on Sustainable Tourism

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5.3 Evaluation of the pilots of the new curricula on sustainable tourism and recommendations for improvement

WP6. Dissemination and Exploitation

- 6.1 Development of Dissemination and Exploitation Plan
- 6.2 Production and promotion of dissemination material and tools
- 6.3 Organization of dissemination and exploitation events
- 6.4 Development of Final Exploitation and Sustainability Plan

4.2 Work packages, activities, resources and timing

WORK PACKAGES

Work packages

This section concerns a detailed description of the project activities.

Group your activities into work packages. A work package means a major sub-division of the project. For each work package, enter an objective (expected outcome) and list the activities, milestones and deliverables that belong to it. The grouping should be logical and guided by identifiable deliverables/outputs.

Projects should normally have a minimum of 2 work packages. WP1 should cover the management and coordination activities (meetings, coordination, project monitoring and evaluation, financial management, progress reports, etc.) and all the activities which are cross-cutting and therefore difficult to assign to another specific work package (do not try splitting these activities across different work packages). WP2 and further WPs should be used for the other project activities. You can create as many work packages as needed by copying WP1. The last WP should be dedicated to Impact and dissemination

Please refer to the Call document/Programme Guide for specific requirements concerning the number and the typology of work packages.

Work packages covering financial support to third parties () only allowed if authorised in the Call document/Programme Guide) must describe the conditions for implementing the support (for grants: max amounts per third party; criteria for calculating the exact amounts, types of activity that qualify (closed list), persons/categories of persons to be supported and criteria and procedures for giving support; for prizes: eligibility and award criteria, amount of the prize and payment arrangements).

 Enter each activity/milestone/output/outcome/deliverable only once (under one work package).

 Ensure consistence with the detailed budget table/calculator (if applicable). (n/a for prefixed Lump Sum Grants)

Objectives

List the specific objectives to which the work package is linked.

Activities and division of work (WP description)

Provide a concise overview of the work (planned tasks). Be specific and give a short name and number for each task.

*Show who is participating in each task: Coordinator (COO), and if applicable Beneficiaries (BEN), Affiliated Entities (AE), Associated Partners (AP) and others, indicating **in bold** the task leader.*

Add information on other participants' involvement in the project e.g. subcontractors, in-kind contributions.

Note:

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In-kind contributions: In-kind contributions for free are cost-neutral, i.e. cannot be declared as cost. Please indicate the in-kind contributions that are provided in the context of the work package. The Coordinator remains fully responsible for the coordination tasks, even if they are delegated to someone else. Coordinator tasks cannot be subcontracted. If there is subcontracting, please also complete the table below.

Milestones and deliverables (outputs/outcomes)

Milestones are control points in the project that help to chart progress (e.g. completion of a key deliverable allowing the next phase of the work to begin). Use them only for major outputs in complex projects, otherwise leave the section empty. Please limit the number of milestones by work package.

Means of verification are how you intend to prove that a milestone has been reached. If appropriate, you can also refer to indicators.

Deliverables are project outputs which are submitted to show project progress (any format). Refer only to major outputs. Do not include minor sub-items, internal working papers, meeting minutes, etc. It is recommended to limit the number of deliverables to max 10-15 for the entire project. You may be asked to further reduce the number during grant preparation.

For deliverables such as meetings, events, seminars, trainings, workshops, webinars, conferences, etc., enter each deliverable separately and provide the following in the 'Description' field: invitation, agenda, signed presence list, target group, number of estimated participants, duration of the event, report of the event, training material package, presentations, evaluation report, feedback questionnaire.

For deliverables such as manuals, toolkits, guides, reports, leaflets, brochures, training materials etc., add in the 'Description' field: format (electronic or printed), language(s), approximate number of pages and estimated number of copies of publications (if any).

For each deliverable you will have to indicate a due month by when you commit to upload it in the Portal. The due month of the deliverable cannot be outside the duration of the work package and must be in line with the timeline provided below. Month 1 marks the start of the project and all deadlines should be related to this starting date.

The labels used mean:

Public — fully open (🚩 automatically posted online on the Project Results platforms)

Sensitive — limited under the conditions of the Grant Agreement

EU classified — RESTREINT-UE/EU-RESTRICTED, CONFIDENTIEL-UE/EU-CONFIDENTIAL, SECRET-UE/EU-SECRET under Decision [2015/444](#). For items classified under other rules (e.g. national or international organisation), please select the equivalent EU classification level.

Work Package 1

Work Package 1: Project management, reporting and evaluation

Duration:	M1 – M36	Lead Beneficiary:	1-PSU
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Objectives

The WP is linked to all project specific objectives, since its aim is to ensure a smooth project management and effective evaluation processes that will facilitate and ensure their achievement.

Activities and division of work (WP description)

Task No	Task Name	Description	Participants	In-kind
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(continuous numbering linked to WP)			Name	Role (COO, BEN, AE, AP, OTHER)	Contributions and Subcontracting (Yes/No and which)
T1.1	Development of the Project Management Plan	The Project Coordinator (PC) will lead the project and report to the Project Steering Committee (PSC), comprised of one representative per partner as already mentioned before, that will oversee project planning and implementation, establish monitoring systems, and make high-level decisions on cooperation and work plan changes. The Project Management Plan (PMP) will be developed by the PC during the first months and shared with the partners. This document will outline the governance structure, as well as the mechanisms and tools for the sound project management and administrative coordination of the project. Its purpose will be to: clearly explain how each activity will be implemented in order to fulfil the objectives; provide a time allocation of the necessary resources for the successful implementation and completion of all activities (according to the project's budget and deadlines); present the project consortium's organizational structure and highlight the distribution of roles, tasks and responsibilities of all project partners under each work package and project activity; set the communication and coordination framework both among the consortium members and with the external environment; and to define reporting procedures, providing all the necessary information (e.g., dates, deadlines, documentation/proof needed), templates and reporting documents. As the project evolves, the initial PMP will be updated, when necessary, accordingly.	PSU CMU NUOL SKU UoM Symplexis UNIPA CESIE PTA	COO BEN BEN BEN BEN BEN BEN BEN BEN	No
T1.2	Project Quality Planning and Monitoring	To ensure that the project implementation meets the expected quality, a detailed Quality Plan will be developed during the first months to define the quality standards and monitoring procedures. The Quality Plan will be developed by the Project Coordinator (PC) and will outline the objectives, methods, benchmarks, mechanisms and timing for the continuous monitoring and control of project implementation, along with the risk management strategy, to be applied by all partners. Quality control will be an ongoing task under the responsibility of all partners. The consortium will also form a Quality Assurance Board, consisting of one representative from each partner in order to further ensure the quality of the project. The Board will meet online at least once every 6 months to discuss the progress made, review quality of work and outputs and address risks so as to maintain high-quality standards in processes, methodology, deliverables and outcomes, and make sure that the project meets its objectives. With the support of the PSC, the PC will perform mid-term and final evaluation and	PSU CMU NUOL SKU UoM Symplexis UNIPA CESIE PTA	COO BEN BEN BEN BEN BEN BEN BEN BEN	Yes, Subcontracting for External Evaluation

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		quality assessment that will lead to an Interim QA & Evaluation Report on M18 and a Final QA & Evaluation Report on M36. Besides, unbiased results will be ensured by engaging an External Evaluator, who will be responsible for carrying out the evaluation tasks and preparing the relevant reports. Therefore, after carrying out mid-term and final project evaluation and quality assessment, the Evaluator will also elaborate an Interim QA & Evaluation Report (M18) and Final QA & Evaluation Report (M36), respectively.			
T1.3	Day-to-day Management, Financial control & Reporting	The Management Team, under the guidance of the PSC, will be responsible for the project's day-to-day management undertaking the following: a) monitoring of work progress and risk management (incl. initiation of remedial actions); b) implementation of consortium coordination and communication mechanisms; c) establishment of appropriate reporting structures, procedures and tools; d) representation of the project in meetings and events; e) communication with the European Commission; f) management of funds and inputs to ensure efficient use of resources; g) preparation of 1 interim and 1 final (after the end of the project) technical and financial progress reports.	PSU CMU NUOL SKU UoM Symplexis UNIPA CESIE PTA	COO BEN BEN BEN BEN BEN BEN BEN BEN	No
T1.4	Project meetings	PSC meetings will be organised on a regular basis and ad-hoc. These meetings will provide the space for all project related aspects to be discussed in depth, including technical, administrative and financial issues: the progress made so far, potential problems encountered and risk assessment, the status of the deliverables of the given period, the actual utilisation of resources compared to the planned one, as well as the plan for the activities of the upcoming period. 4 physical PSC meetings are planned: [1]. 2-day kick-off meeting (M3 – Phuket, 2 representatives per partner), [2]. 2-day first interim meeting (M12 - Thessaloniki, following the ToT, 1 representative per partner), [3]. 2-day second interim meeting (M24 – Vientiane, 1 representative per partner), [4]. 1-day final meeting (M36 - Phuket, following the final conference, 2 representatives per partner). Online meetings will also be held, whenever required and at least one per semester, to discuss current issues, collectively face potential challenges and organize next steps, with the use of online tools (e.g., Zoom, Skype). For all meetings planned, the PC will draft and distribute agendas 2 weeks in advance, in consultation with the project team, and share the meeting minutes within a week time from the meeting.	PSU CMU NUOL SKU UoM Symplexis UNIPA CESIE PTA	COO BEN BEN BEN BEN BEN BEN BEN BEN	No
Milestones and deliverables (outputs/outcomes)					

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Milestone No (continuous numbering not linked to WP)	Milestone Name	Work Package No	Lead Beneficiary	Description			Due Date (month number)	Means of Verification
MS1	Kick off meeting	1	PSU	An initial 2-day meeting organised by PSU, with the support from Phuket Tourism Association will be held in Phuket and attended by all PSC members (2 representatives per partner). During this meeting, the PMP will be presented and finalized, while administrative, communication and financial management guidelines will also be discussed. At the same time, each WP leader will provide an overview of the Work Package and the details regarding the first implementation activities will be concreted.			3	Agenda, meeting minutes, signed participants' list
MS2	Acceptance of the interim report	1	PSU	Adequate information provided in the interim report and positive evaluation of the project's progress by the NA.			18	Official acceptance of interim report
MS3	Second interim meeting	1	PSU	2-day PSC meeting organised by NUOL, with the support of SKU, in Vientiane. This will be attended by 1 representative per partner and focused on the exchange of information, update and evaluation of the project's progress, risk assessment, conflict resolution (if needed) and definition of future plans and activities.			24	Agenda, meeting minutes, signed participants' list
MS4	Acceptance of the final report	1	PSU	Adequate information provided in the final report and positive evaluation of the project's total implementation by the NA.			36	Official acceptance of final report
Deliverable No (continuous numbering linked to WP)	Deliverable Name	Work Package No	Lead Beneficiary	Type	Dissemination Level	Due Date (month number)	Description (including format and language)	
D1.1	Project Management Plan	1	PSU	R	SEN	1	Electronic form, EN, ~30 pages	
D1.2	Quality Plan	1	PSU	R	SEN	2	Electronic form, EN, ~20 pages	
D1.3	QA interim monitoring & risk management report	1	PSU	R	SEN	18	Report with interim internal monitoring and evaluation results, incl. measurement of KPIs in LFM (quantitative and qualitative), Electronic form, EN, ~20 pages	

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D1.4	External Interim Evaluation Report	1	PSU	R	SEN	18	External Report focusing on interim results, incl. assessment of KPIs in LFM, Electronic form, EN
D1.5	QA final monitoring & risk management report	1	PSU	R	SEN	36	Report with final internal monitoring and evaluation results, incl. measurement of KPIs in LFM (quantitative and qualitative), Electronic form, EN, ~20 pages
D1.6	External Final Evaluation Report	1	PSU	R	SEN	36	External Final Report focusing on outcome evaluation, incl. assessment of KPIs in LFM, Electronic form, EN
D1.7	Project mid-term progress report	1	PSU	R	SEN	18	Progress report on project implementation, PDF document

Estimated budget — Resources													
Participant	Costs												
	A. Personnel		B. Subcontracting	C.1a Travel			C.1b Accommodation	C.1c Subsistence	C.2 Equipment	C.3 Other goods, works and services	D.1 Financial support to third parties		E. Indirect costs
PSU	7 person months	12,480 EUR	20,000 EUR	2 travels	2 persons travelling	2,030 EUR	1,035 EUR	660 EUR		500 EUR			2,569 EUR
CMU	4 person months	6,645 EUR		4 travels	6 persons travelling	2,916 EUR	3,035 EUR	1,659 EUR					998 EUR
NUOL	4 person months	2,840 EUR		3 travels	5 persons travelling	2,270 EUR	2,535 EUR	1,410 EUR		250 EUR			683 EUR
SKU	4 person months	2,840 EUR		4 travels	6 persons travelling	2,916 EUR	3,035 EUR	1,659 EUR					731 EUR
UoM	4 person months	14,800 EUR		3 travels	5 persons travelling	9,000 EUR	2,500 EUR	1,250 EUR					1,929 EUR

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Symplexis	4 person months	16,300 EUR		4 travels	6 persons travelling	9,196 EUR	3,035 EUR	1,659 EUR					2,113 EUR	32,302 EUR
UNIPA	4 person months	19,960 EUR		4 travels	6 persons travelling	9,221 EUR	3,035 EUR	1,659 EUR					2,371 EUR	36,246 EUR
CESIE	4 person months	26,100 EUR		4 travels	6 persons travelling	9,221 EUR	3,035 EUR	1,659 EUR					2,801 EUR	42,816 EUR
PTA	4 person months	6,645 EUR		2 travels	2 persons travelling	2,030 EUR	1,035 EUR	660 EUR					726 EUR	11.096 EUR
Total	39 person months	108,610 EUR	20,000 EUR	30 travels	44 persons travelling	49,250 EUR	22,279 EUR	12,275 EUR					14,921 EUR	228,085 EUR

For certain Lump Sum Grants, see detailed budget table/calculator (annex 1 to Part B; see [Portal Reference Documents](#)).

Work Package 2

Work Package 2: Identification of skills demand in sustainable tourism					
Duration:	M1 – M7	Lead Beneficiary:	6-Symplexis		
Objectives					
- O1. Improve the academic offer of HEIs and access of learners to innovative curricula in the forms of online, non-degree courses in four essential pillars: sustainable tourism (inclusive and accessible tourism), digital skills, tourism management and business, and entrepreneurship and problem solving - O2. Improve the skills of current and future students of hospitality and tourism programmes according to the labour market needs. - O3. Upskill/reskill the hospitality and tourism workforce and recent graduates, addressing market gaps/needs to boost their employability.					
Activities and division of work (WP description)					
Task No (continuous numbering)	Task Name	Description	Participants		In-kind Contributions and
			Name	Role	

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linked to WP)				(COO, BEN, AE, AP, OTHER)	Subcontracting (Yes/No and which)
T2.1	Development of the research protocol	Symplexis will first draft a detailed research protocol to be used by all partners that will serve as the common methodological framework for all the planned activities of WP2. The protocol will contain useful instructions and guidance regarding the research questions, methods, procedures and tools. The research protocol will be prepared during the first months of implementation and finalized after partners' feedback (PSU, CMU, NUOL, SKU, UoM, PTA). It will include the scope of the research, description of the methodology and tools that will be used in terms of its two-fold approach -both desk and field research-, guidelines on style, references and sources for the preparation of the HELs' reports, time planning and partner responsibilities, as well as all the necessary templates (incl. literature review guidelines and report template, consent forms, survey guidelines, questionnaire and report template, interview guidelines and report template, national report template).	Symplexis PSU CMU NUOL SKU UoM PTA	COO BEN BEN BEN BEN BEN BEN	No
T2.2	Primary and secondary research on skills demand and gaps in current hospitality and tourism workforce	Based on the common research protocol, partners will conduct desk and field research to identify skills demand and skills gaps in current hospitality and tourism workforce in order to develop meaningful curricula that respond to actual needs in terms of sustainable tourism, entrepreneurship and management, digital skills, green and soft skills. The above will be achieved through: [a]. Secondary/desktop research at national levels to map and review skills demand and gaps in current hospitality and tourism workforce and to further the state of the art of the current demand and gaps regarding the knowledge and skills needed in the hospitality and tourism workforce landscape of Lao PDR and Thailand. For the desk research, teams of the partner universities will collaborate (PSU and CMU in Thailand and SKU and NUOL in Lao PDR). [b]. Online surveys of one hundred (100) key stakeholders in the hospitality and tourism sector of the target third countries (50 in Lao PDR and 50 in Thailand). The surveys will be based on a specific set of questions aiming at exploring the current demand and gaps regarding the knowledge and skills needed in the hospitality and tourism workforce landscape of Lao PDR and Thailand. The surveys will be	Symplexis PSU CMU NUOL SKU UoM PTA	COO BEN BEN BEN BEN BEN BEN	No

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		coordinated by PSU and NUOL, and disseminated with the support of PTA and other networks associated with the tourism industry (e.g., tourism organizations, tour operators, transport, hotels, food and beverages, souvenir and gift shops, recreation and leisure businesses, NGOs that are associated with the tourism industry). [c]. Twenty (20) semi-structured interviews, 10 in Lao PDR and 10 in Thailand, with key informants of the hospitality and tourism sector (incl. experts/representatives from tourism organizations and/or from NGOs that are associated with the tourism industry and/or governing structures associated with the tourism industry, etc. The aim is to verify and complement the results of the literature review and the surveys, so as to gain better insight into the issues under investigation, through the consultation with experts in the field, who have an overview of the tourism industry, including the changes it has undergone and the needs of the workforce to respond to such changes. Therefore, during these interviews, which will be conducted by PSU and CMU in Thailand and SKU and NUOL in Lao PDR, participants will be encouraged to voice their thoughts and experience and to identify what skills and knowledge the current workforce in the hospitality and tourism sector needs but misses.			
T2.3	National and Transnational Reports	The information and data that will be collected through the above-mentioned processes will be gathered in one single national report per country that will summarise the findings regarding skills demand and skills gaps in current hospitality and tourism workforce in Lao PDR and Thailand (especially in terms of sustainable tourism, entrepreneurship and management, digital skills, green and soft skills), and based on the collaboration of the third country partners; PSU, CMU and PTA in Thailand (coordinated by PSU) and SKU and NUOL in Lao PDR (coordinated by NUOL). At the same time, the national reports, also drawing from the experience of the academic staff, will offer recommendations on curriculum development so that HEIs can address the skills needs in a more effective way. Moreover, the WP leader, Symplexis, will prepare a transnational report (in EN) with the main research findings. The report will be based on the two national reports and its goal will be to make useful conclusions about the workforce's required skills and knowledge on sustainable tourism, entrepreneurship and management, digital skills, green and soft skills and concrete recommendations for the HEIs to respond to these needs, taking into account their existing modus operandi within the country and at cross-national level. This compilation will be finalized after partners' feedback (PSU, CMU, NUOL, SKU, UoM, PTA) and will set the basis for the development of the new curricula.	Symplexis PSU CMU NUOL SKU UoM PTA	COO BEN BEN BEN BEN BEN BEN	No

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Milestones and deliverables (outputs/outcomes)								
Milestone No (continuous numbering not linked to WP)	Milestone Name	Work Package No	Lead Beneficiary	Description			Due Date (month number)	Means of Verification
MS5	Completion of research activities	2	Symplexis	Primary (desktop) and secondary (online surveys and interviews) research on skills demand and gaps in current hospitality and tourism workforce in Lao PDR and Thailand completed.			7	Report documents, project website
Deliverable No (continuous numbering linked to WP)	Deliverable Name	Work Package No	Lead Beneficiary	Type	Dissemination Level	Due Date (month number)	Description (including format and language)	
D2.1	National Report on skills demand and gaps in current hospitality and tourism workforce in Thailand	2	PSU	R	PU	6	Report of skills demand and skills gaps in current hospitality and tourism workforce, incl. needs assessment and surveys of stakeholders, Electronic, EN with translation in Thai, ~50 pages	
D2.2	National Report on skills demand and gaps in current hospitality and tourism workforce in Lao PDR	2	NUOL	R	PU	6	Report of skills demand and skills gaps in current hospitality and tourism workforce, incl. needs assessment and surveys of stakeholders, Electronic, EN with translation in Laotian, ~50 pages	
D2.3	Transnational Report on skills demand and gaps of hospitality and tourism workforce and recommendations for the development of the new curricula	2	Symplexis	R	PU	7	Electronic, EN, ~60 pages	

Estimated budget — Resources

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Participant	Costs													
	A. Personnel		B. Subcontracting	C.1a Travel			C.1b Accomodation	C.1c Subsistence	C.2 Equipme nt	C.3 Other goods, works and services	D.1 Financial support to third parties		E. Indirect costs	Total costs
PSU	5 person months	7,705 EUR								1,000 EUR			609 EUR	9,314 EUR
CMU	5 person months	7,705 EUR											539 EUR	8,244 EUR
NUOL	5 person months	3,225 EUR								1,000 EUR			296 EUR	4,521 EUR
SKU	5 person months	3,225 EUR											226 EUR	3,451 EUR
UoM	1 person month	3,500 EUR											245 EUR	3,745 EUR
Symplexis	6 person months	24,400 EUR											1,708 EUR	26,108 EUR
PTA	1 person month	1,440 EUR											101 EUR	1,541 EUR
Total	28 person months	51,200 EUR								2,000 EUR			3,724 EUR	56,924 EUR

For certain Lump Sum Grants, see detailed budget table/calculator (annex 1 to Part B; see [Portal Reference Documents](#)).

Work Package 3

Work Package 3: Capacity building of staff in HEIs			
Duration:	M8 – M22	Lead Beneficiary:	5-UoM

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Objectives					
▪ O1. Improve the academic offer of HEIs and access of learners to innovative curricula in the forms of online, non-degree courses in four essential pillars: sustainable tourism (inclusive and accessible tourism), digital skills, tourism management and business, and entrepreneurship and problem solving ▪ O4. Increase the capacities of HEIs (administrative staff) on active cooperation with the hospitality and tourism business sector and/or other relevant stakeholders, and the provision of holistic careers services to (hospitality and tourism) students and graduates ▪ O5. Strengthen the skills of HEIs academic/teaching staff on curriculum development on sustainable tourism ▪ O6. Enhance teaching skills of academic/teaching staff in hospitality and tourism programs (incl. learner-centred and real problem-based teaching and learning)					
Activities and division of work (WP description)					
Task No (continuous numbering linked to WP)	Task Name	Description	Participants		In-kind Contributions and Subcontracting (Yes/No and which)
			Name	Role (COO, BEN, AE, AP, OTHER)	
T3.1	Training Programme on setting up University – Business sector cooperation mechanisms and holistic career services	The first task under this WP concerns the preparation of the HEI staff that will undertake lead role in setting up an active cooperation mechanism with the business sector and/or other relevant stakeholders in their HEI and holistic career services. UoM will develop a 3-day online Training Programme on UBC and holistic career services to be delivered to PSU, CMU, NUOL and SKU. The aim of the training programme is to offer important information regarding the benefits of the UBC and step-by-step guidance on how to enhance it establishing the necessary mechanisms and how to provide holistic career services to students and alumni. The training programme will be divided in three parts: the first part will be dedicated to UBC, the second to holistic career services, which will of course include and further elaborate the lessons learned from the UBC mechanisms, while the third part will focus on practical implementation, i.e., the development of HEI's plans for the establishment of the UBC mechanisms. Some aspects expected to be addressed are the following: Part 1-Day 1. UBC mechanisms: Importance of UBC, European UBC-related policy, Development of UBC activities (in the fields of education, research, valorisation, management), factors that influence UBC (facilitators and barriers), UBC	UoM PSU CMU NUOL SKU Symplexis UNIPA CESIE PTA	COO BEN BEN BEN BEN BEN BEN BEN	No

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		mechanisms (policy, strategic, structural, operational). Part 2-Day 2. Holistic career services for students, recent graduates and alumni: career counseling and guidance, job search strategies, identification of labor market skills through annual forums and/or surveys, alumni networking, involvement of business and/or other relevant stakeholders, work-based learning opportunities/ placements, employability assessment mechanisms. Part 3-Day 3. HEI's plan for the establishment of the UBC mechanism and holistic career services. Following a whole-institution approach and based on HEIs' career-related policies, activities, initiatives, structures and possibilities, 4 context-based, feasible and holistic plans will be produced (one per HEI) that will describe the establishment and operation of the UBC mechanism, providing guidance on its pilot implementation, including M&E framework. The programme will include evaluation questionnaires to gather feedback from participants, measure its results and impact on participants, and identify areas for improvement. We should mention that the above are only indicative and the exact content will occur after the identification of current skills demand and all partner's input. The Training Programme will be offered to higher and mid-management / administrative staff of the targeted HEIs. In total, 60 staff members (40 per country/20 per HEI) will benefit from the transfer of knowledge and expertise of the partners from the Programme countries in terms of four (one per HEI) 3-day training seminars. For this reason, each partner Department/HEI in Thailand and Lao PDR will publish an open invitation to the training to ensure both maximum participation and internal dissemination and to identify the key staff to be involved, taking into account their willingness and capacities that will lead to the successful completion of the processes after the training.			
T3.2	Curriculum Development course (ToT programme)	Based on its expertise regarding curriculum development, UNIPA, with the support of UoM and Symplexis, will develop a blended Training Programme on curriculum development on sustainable tourism, which will be also digitalized in the form of an online platform. The aim of the Curriculum Development course is to help HEIs' staff develop and enhance their skills and knowledge on curriculum development on sustainable tourism, according to the identified gaps. Therefore, considering both the gaps identified in WP2, the recommendation report and the importance of teaching methods in effective, applicable learning, the INNO4Tourism Training Programme	UNIPA UoM PSU CMU NUOL SKU Symplexis	COO BEN BEN BEN BEN BEN BEN	No

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		will be composed by two parts: [A]. Knowledge and skills for Hospitality and Tourism workforce (e.g., sustainable tourism frameworks, sustainable tourism: from theory to practice, entrepreneurship and management, digital skills, green and soft skills), [B]. Curriculum development (incl. useful templates and/or guidelines, designed according to the European framework, which can be used) and effective teaching methods (e.g., learner-centred, collaborative, interdisciplinary, experiential, problem-based). In total, 12 members of the academic staff (3 per targeted HEI) will be selected according to their willingness and expertise, since they will undertake a lead role in the development of the new curricula and training of their colleagues on it. The 12 members will also participate in a 2-week face-to-face Training the Trainer (ToT) seminar so that the participants can also be able to transfer the gained knowledge to other HEIs' academic staff. The course will be carried out in two phases: [1]. A one-week face-to-face training in Palermo (hosted and conducted by UNIPA) and [2]. A one-week face-to-face training in Thessaloniki (hosted and conducted by UoM). During these 2 weeks, participants will get engaged in interactive training activities, workshops, etc., so as to explore good practices in curriculum development, the resources of the platform and the ways of using its content for the development of the new curricula. At the end of the 2-week course, the participants will evaluate the training, while the implementation of the ToT along with feedback given will be compiled into a report prepared by UNIPA.			
T3.3	Roll-out of the training programme	After the development of the new curricula by the 12 trained members of the targeted HEIs' academic staff, they will train other teaching staff of the 4 HEIs on the newly developed curricula. At least one 5-day training seminar is expected to take place in each HEI in Thailand and Lao PDR with the involvement of 3 trainers, where to at least 10 members of the academic staff (4 training seminars in total, involving 40 participants) will be trained on the new curricula. After their completion, participants will evaluate the seminars on the basis of which a summary report will be prepared for each. UNIPA, UoM and Symplexis will support the Asian partner HEIs throughout this process.	PSU CMU NUOL SKU UNIPA UoM Symplexis	COO COO COO COO BEN BEN	No

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Milestones and deliverables (outputs/outcomes)							
Milestone No (continuous numbering not linked to WP)	Milestone Name	Work Package No	Lead Beneficiary	Description			Means of Verification
MS6	HEIs' plans for the UBC mechanism and holistic career services developed	3	UoM	During the last day of the Training Programme on UBC and holistic career services, participants from the partner HEIs in Thailand and Lao PDR will develop their plans for the establishment of the UBC mechanism and holistic career services, which will set the basis for the activities of the pilot phase.			4 report documents
MS7	Completed national training programmes	3	UoM	The 12 trained members of the HEIs will train the teaching staff on the content of the new curricula in 5-day national level training seminars.			Summary report document
Deliverable No (continuous numbering linked to WP)	Deliverable Name	Work Package No	Lead Beneficiary	Type	Dissemination Level	Due Date (month number)	Description (including format and language)
D3.1	Capacity building programme on UBC and holistic career services	3	UoM	R	PU	11	Training curriculum (with teaching materials and syllabus), and online course, Electronic, EN, with translation in Thai and Laotian ~80 pages (text)
D3.2	Training on UBC and holistic career services	3	UoM	OTHER	SEN	11	4 3-day online training seminars on UBC and holistic career services delivered to 60 staff members (40 per country/20 per HEI) -feedback questionnaires; – 1 evaluation summary report per HEI ~20 pages
D3.3	HEIs' plans for the UBC mechanism and holistic career services	3	PSU CMU NUOL SKU	R	PU	11	4 strategic documents (one per partner HEI in Thailand and Lao PDR), describing plans for the establishment of the UBC mechanism and holistic career services, Electronic, EN, with translation in respective national languages ~40 pages each
D3.4	Capacity building programme on curriculum development on sustainable tourism	3	UNIPA	R	PU	12	Training curriculum (with teaching materials and syllabus) and online platform on curriculum development on sustainable tourism, Electronic, EN, with translation in Thai and Laotian ~80 pages (text)
D3.5	ToT on curriculum	3	UNIPA	OTHER	SEN	12	2-week blended ToT in Italy and Greece delivered to 12 members of the

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	development on sustainable tourism						academic staff (3 per targeted HEI in Thailand and Lao PDR), -signed attendance list; - presentations; -feedback questionnaires; -certificates of attendance –evaluation summary report.
D3.6	National training seminars	3	PSU CMU NUOL SKU	OTHER	SEN	22	4 5-day national level blended training seminars on the new curricula delivered to 40 members of the teaching staff, -signed attendance list; - presentations; -feedback questionnaires; -certificates of attendance –4 evaluation summary report.

Estimated budget — Resources													
Participant	Costs												
	A. Personnel		B. Subcontracting	C.1a Travel			C.1b Accommodation	C.1c Subsistence	C.2 Equipment	C.3 Other goods, works and services	D.1 Financial support to third parties		E. Indirect costs
PSU	5 person months	7,075 EUR		3 travels	3 persons travelling	6,368 EUR	4,320 EUR	3,534 EUR		4,000 EUR			1,771 EUR
CMU	5 person months	7,075 EUR		3 travels	3 persons travelling	6,368 EUR	4,320 EUR	3,534 EUR		800 EUR			1,547 EUR
NUOL	5 person months	2,935 EUR		3 travels	3 persons travelling	6,368 EUR	4,320 EUR	3,534 EUR		4,000 EUR			1,481 EUR
SKU	5 person months	2,935 EUR		3 travels	3 persons travelling	6,368 EUR	4,320 EUR	3,534 EUR		800 EUR			1,257 EUR
UoM	11 person months	39,300 EUR								1,000 EUR			2,821 EUR
Symplexis	3 person months	12,200 EUR											854 EUR
UNIPA	6 person months	31,120 EUR								1,000 EUR			2,248 EUR

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CESIE	1 person month	7,000 EUR											490 EUR	7,490 EUR
PTA	1 person months	1,945 EUR											136 EUR	2,081 EUR
Total	42 person months	111,585 EUR		12 travels	12 persons travelling	25,472 EUR	17,280 EUR	14,136 EUR		11,600 EUR			12,605 EUR	192,678 EUR
For certain Lump Sum Grants, see detailed budget table/calculator (annex 1 to Part B; see Portal Reference Documents).														

Work Package 4

Work Package 4: Piloting of University – Business sector cooperation mechanisms in sustainable tourism					
Duration:		M13 – M36	Lead Beneficiary:		3-NUOL
Objectives					
▪ O2. Improve the skills of current and future students of hospitality and tourism programmes according to the labour market needs. ▪ O3. Upskill/reskill the hospitality and tourism workforce and recent graduates, addressing market gaps/needs to boost their employability. ▪ O6. Increase the capacities of HEIs' administrative staff on active cooperation with the hospitality and tourism sector and/or other relevant stakeholders and provision of holistic career services to hospitality and tourism students and graduates. ▪ O7. Enhance students' and graduates' students access to modern and holistic career services. ▪ O8. Enhance the active engagement of HEIs with the business world to address mismatches between the requirements of employers and the offer of HEIs in the hospitality and tourism sector.					
Activities and division of work (WP description)					
Task No (continuous numbering linked to WP)	Task Name	Description	Participants		In-kind Contributions and Subcontracting (Yes/No and which)
			Name	Role (COO, BEN, AE, AP, OTHER)	
T4.1	Establishment of HEI career	The first step of the pilot implementation involves the establishment and/or embedding of career offices into the participating HEIs/Departments.	NUOL	COO	No

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	offices	After the training on setting up University – Business sector cooperation mechanisms and holistic career services, participants will return to their HEIs with the necessary knowledge and plans to set up the career office. In total, 4 upgraded career offices will be established, according to the plans for the establishment of the UBC mechanism and holistic career services. Under the coordination of NUOL, with the support of the EU partners and following a whole-institution approach, the career offices will be either whole new structures or integrated into the existing career offices with the aim to upgrade them. These offices will offer holistic career support services to students, recent graduates and alumni, including at least: career guidance, work-based learning opportunities, organization of annual fora with the business sector and/or survey design for skills needs assessment, employability assessment mechanisms, etc. To support the operation of the offices relevant equipment will be purchased, incl. PCs (with appropriate software), printers, video conference systems, and office furniture. The establishment of the INNO4Tourism career offices will be marked by a Launch event that will take place in the targeted HEIs in Thailand and Lao PDR for the official signing of their mandates. These events will be attended by representatives from the educational field, especially tertiary education, the local tourism industry, governments, etc. At least 30-40 participants are expected to attend each of the 4 events, ensuring the visibility of the career offices from the beginning of their operation. To this end, targeted dissemination activities will take place prior and after the Launch events through invitations, press releases, social media posts, etc.	PSU CMU SKU UoM Symplexis UNIPA CESIE	BEN BEN BEN BEN BEN BEN BEN	
T4.2	Piloting of University – Business sector cooperation mechanisms	After the establishment of the career offices, the UBC mechanism will be piloted in each partner HEI in Thailand and Lao PDR. The piloting will include at least the following activities in each HEI: - Organization of 1 annual forum and/or survey for skills needs identification. - Provision of improved career counseling and guidance to students and graduates. - Elaboration (and dissemination) of guidelines for students about the new possibilities (courses and work-based learning opportunities). - Annual framework and planning for work-based learning opportunities/placements with the active involvement of the business sector and/or other relevant stakeholders. - Establishment of employability assessment mechanisms to track and evaluate the UBC mechanism in the long run.	NUOL PSU CMU SKU UoM Symplexis UNIPA CESIE PTA	COO BEN BEN BEN BEN BEN BEN BEN	No

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		The EU partners will support the Asian partner HEIs throughout this process, advising on how to address challenges that might be faced, while PTA will actively take part in the activities and disseminate them to its members.							
T4.3	Evaluation of the pilots and recommendations for the mechanisms' mainstreaming	Under the coordination of NUOL, evaluation of the 17-month pilots will be carried out in the two countries, to assess the results and impact of the UBC mechanisms, and an Evaluation Report will be elaborated by PSU, CMU, SKU, and NUOL for each pilot. NUOL will then conduct an overall assessment of the evaluation results, and summarize the main findings in a Summary Evaluation Report. Besides, in cooperation with the EU partners and PTA, recommendations for the improvement and mainstreaming of the mechanisms by the third country partner HEIs and other Asian HEIs, will be developed to be included in the Summary Evaluation Report.					NUOL PSU CMU SKU UoM Symplexis UNIPA CESIE PTA	COO BEN BEN BEN BEN BEN BEN BEN BEN	No
Milestones and deliverables (outputs/outcomes)									
Milestone No (continuous numbering not linked to WP)	Milestone Name	Work Package No	Lead Beneficiary	Description			Due Date (month number)	Means of Verification	
MS8	Launch events for the establishment of the career offices	4	NUOL	4 launch events, including official signing of the mandates, attended by 30-40 key stakeholders.			16	agenda, attendance list, photos, project website	
MS9	Pilots in the 2 countries evaluated	4	NUOL	Evaluation of the 17-month pilots carried out to assess the results and impact of the UBC mechanisms in each partner HEI in Thailand and Lao PDR.			36	Evaluation Reports, project website	
Deliverable No (continuous numbering linked to WP)	Deliverable Name	Work Package No	Lead Beneficiary	Type	Dissemination Level	Due Date (month number)	Description (including format and language)		
D4.1	HEIs' evaluation reports	4	NUOL	R	PU	36	Electronic, EN, with translation in respective languages ~40 pages for each pilot		
D4.2	Summary evaluation report	4	NUOL	R	PU	36	Electronic, EN, ~60 pages		

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Estimated budget — Resources													
Participant	Costs												
	A. Personnel		B. Subcontracting	C.1a Travel			C.1b Accommodation	C.1c Subsistence	C.2 Equipment	C.3 Other goods, works and services	D.1 Financial support to third parties		E. Indirect costs
PSU	11 person months	11,305 EUR							9,000 EUR	1,800 EUR			1,547 EUR
CMU	11 person months	11,305 EUR							9,000 EUR	1,000 EUR			1,491 EUR
NUOL	16 person months	8,780 EUR							9,000 EUR	1,800 EUR			1,371 EUR
SKU	11 person months	4,475 EUR							9,000 EUR	1,000 EUR			1,013 EUR
UoM	3 person months	11,000 EUR											770 EUR
Symplexis	3 person months	12,200 EUR											854 EUR
UNIPA	2 person months	11,160 EUR											781 EUR
CESIE	2 person months	12,400 EUR											868 EUR
PTA	6 person months	8,515 EUR											596 EUR

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Total	65 person months	91,140 EUR							36,000 EUR	5,600 EUR			9,291 EUR	142,031 EUR
For certain Lump Sum Grants, see detailed budget table/calculator (annex 1 to Part B; see Portal Reference Documents).														

Work Package 5

Work Package 5: Development and piloting of the new Curricula on Sustainable Tourism					
Duration:		M13 – M36	Lead Beneficiary:		1-PSU
Objectives					
- O1. Improve the academic offer of HEIs and students' access to innovative curricula on sustainable tourism in the form of online, non-degree courses (sustainable tourism - inclusive and accessible tourism-, tourism entrepreneurship and management, digital skills, soft skills, e.g., problem-solving, time management, teamwork) - O2. Improve the skills of current and future students of hospitality and tourism programmes according to the labour market needs. - O3. Upskill/reskill the hospitality and tourism workforce and recent graduates, addressing market gaps/needs to boost their employability. - O8. Enhance the active engagement of HEIs with the business world to address mismatches between the requirements of employers and the offer of HEIs in the hospitality and tourism sector.					
Activities and division of work (WP description)					
Task No (continuous numbering linked to WP)	Task Name	Description	Participants		In-kind Contributions and Subcontracting (Yes/No and which)
			Name	Role (COO, BEN, AE, AP, OTHER)	
T5.1	Development of the new Curricula on Sustainable Tourism	Based on the identified skills demand in the tourism sector, and skills gaps in current hospitality and tourism workforce (WP2) and after the completion of the ToT on curriculum development (WP3), the trained academic staff of the partner universities in Thailand and Lao PDR will develop eight non-degree online courses on sustainable tourism, 2 per HEI with the support/guidance of all EU partners, which will be made available through the HEIs' e-learning platforms. The courses will make use of innovative learning and teaching practices to improve	PSU CMU NUOL SKU UoM Symplexis UNIPA	COO BEN BEN BEN BEN BEN BEN	No

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	labour market skills and will target students of Hospitality and Tourism Programs, recent graduates, and new or current staff in hospitality and tourism companies. In addition, the new courses will last approximately 45 hours each, while placements for students in relevant businesses and enterprises will be foreseen. Even though the final content of the courses will be defined after the completion of WP2, there follows a list with the indicative titles and topics foreseen: <table><tr><th>Course</th><th>Topics</th></tr><tr><td>Hospitality and Tourism Sustainable Business Operations and Management</td><td> - Sustainable principles - Global Code of Ethics for Tourism - Tourism impacts on environment - BCGs/Zero waste concept - Stakeholders management - Social responsibility for tourism and hospitality business - Fundamentals of energy saving management for tourism and hospitality business </td></tr><tr><td>Hospitality and Tourism Entrepreneurship</td><td> - Management of tourism and hospitality business - Design of business model - Customer journey experience and service design - Basic accounting for small business - Marketing for hospitality and tourism business - Business finance for small business - ICT application for small hospitality and tourism business operations </td></tr><tr><td>Introduction to E-service</td><td> - E-service and business environment - Evolution and form of E-service innovation - Creating business competitiveness through innovation - Creativity ability of E-service - Service planning and development - Technology commercialization - Analysis, evaluation and problem solving for E-service innovation - Case study of service innovation towards best practices </td></tr><tr><td>Information System for Supply Chain and</td><td> - Essential understanding the supply chain in business sector </td></tr></table>	Course	Topics	Hospitality and Tourism Sustainable Business Operations and Management	- Sustainable principles - Global Code of Ethics for Tourism - Tourism impacts on environment - BCGs/Zero waste concept - Stakeholders management - Social responsibility for tourism and hospitality business - Fundamentals of energy saving management for tourism and hospitality business	Hospitality and Tourism Entrepreneurship	- Management of tourism and hospitality business - Design of business model - Customer journey experience and service design - Basic accounting for small business - Marketing for hospitality and tourism business - Business finance for small business - ICT application for small hospitality and tourism business operations	Introduction to E-service	- E-service and business environment - Evolution and form of E-service innovation - Creating business competitiveness through innovation - Creativity ability of E-service - Service planning and development - Technology commercialization - Analysis, evaluation and problem solving for E-service innovation - Case study of service innovation towards best practices	Information System for Supply Chain and	- Essential understanding the supply chain in business sector	CESIE	BEN	
Course	Topics													
Hospitality and Tourism Sustainable Business Operations and Management	- Sustainable principles - Global Code of Ethics for Tourism - Tourism impacts on environment - BCGs/Zero waste concept - Stakeholders management - Social responsibility for tourism and hospitality business - Fundamentals of energy saving management for tourism and hospitality business													
Hospitality and Tourism Entrepreneurship	- Management of tourism and hospitality business - Design of business model - Customer journey experience and service design - Basic accounting for small business - Marketing for hospitality and tourism business - Business finance for small business - ICT application for small hospitality and tourism business operations													
Introduction to E-service	- E-service and business environment - Evolution and form of E-service innovation - Creating business competitiveness through innovation - Creativity ability of E-service - Service planning and development - Technology commercialization - Analysis, evaluation and problem solving for E-service innovation - Case study of service innovation towards best practices													
Information System for Supply Chain and	- Essential understanding the supply chain in business sector													

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		Customer Relationship Management	- Framework to analyze supply chain - The impact of drivers and obstacles to supply chain performance - Demand, supply and strategic planning - Structural data and information of supply chain system - Essential understanding the customer relationship management - Functional CRM modules and information of CRM system - Case study and application in SCM and CRM			
		ICT for Tourism Business	- Tourism economics - Business development: tourism sector - Marketing: tourism sector - Business digitalization: tourism sector - Tourism application usage - Tourism data management and analysis: ICT application			
		Labour Market Analysis and Job Seeking	- Labour market analysis and vacancy forecasting: tourism sector - Job readiness and profile strengthen in tourism sector - Tourism related business start-up			
		Digital Marketing for Tourism	- Smart tourism business - An overview of digital marketing - The role of content in digital marketing and digital marketing strategy - Social media marketing and digital-based marketing mix - The on-line customer experience - Social media marketing impacts on events & destinations - Essential components of digital marketing for tourism business entrepreneurs - The ways to increase tourism through digital marketing			
		Personality for tourism operators	- Interpersonal relations - Morality - Qualification - Organization management			

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			- Policy				
T5.2	Piloting of the new Curricula on Sustainable Tourism	After the development of the courses, a 12-month pilot phase will take place, including: [1]. Integration of the courses in the official curriculum: the partner HEIs in Thailand will integrate the courses for one academic year in their existing curriculum, either at bachelor's or master's degree level, while courses of the partner HEIs in Lao PDR will be stand-alone. Approximately 240 students (60 per HEI) are expected to benefit from the new curricula. [2]. Collaboration with the business sector: the partner HEIs in Thailand and Lao PDR will cooperate with private enterprises in hospitality and tourism to offer the online courses to their new and/or current employees, in need of reskilling/upskilling, according to the market demand. In total, approximately 40 enterprises are foreseen to collaborate with the HEIs (10 per HEI), and 120 employees to be trained (30 by each HEI). [3]. Work placements: Work-based learning opportunities/placements will be implemented for at least 165 students in total as part of the new courses during the project's lifetime, either during or after the courses' completion. It should be mentioned that these placements will be coordinated by the HEIs/departments in collaboration with the established career offices and will last at least 3 months.			PSU CMU NUOL SKU UoM Symplexis UNIPA CESIE PTA	COO BEN BEN BEN BEN BEN BEN BEN BEN	No
T5.3	Evaluation of the pilots of the new curricula on sustainable tourism and recommendations for improvement	At the end of the curricula pilot implementation, feedback will be provided by the key participants of the pilot phase and more specifically: [a]. reports written by the academic staff and evaluation forms filled by the students, [b]. evaluation forms filled by the employees and [c]. reports written by both the work placement mentors and the students who will complete their work placements. After the collection of feedback, PSU will write a joint report with recommendations for the curricula improvement. Partners from the HEIs in Thailand and Lao PDR will then work together to fine-tune the curricula and update the online courses accordingly.			PSU CMU NUOL SKU UoM Symplexis UNIPA PTA	COO BEN BEN BEN BEN BEN BEN BEN	No
Milestones and deliverables (outputs/outcomes)							
Milestone No (continuous	Milestone Name	Work Packag	Lead Beneficiary	Description	Due Date	Means of Verification	

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numbering not linked to WP)		e No					(month number)	
MS10	New curricula on sustainable tourism completed	5	PSU	Eight non-degree online courses on sustainable tourism developed by the trained academic staff of partner HEIs in Thailand and Lao PDR for students of Hospitality and Tourism Programs, recent graduates, and new or current staff in hospitality and tourism companies.			18	Online courses, project website
MS11	Pilots in the 2 countries completed	5	PSU	Evaluation of the 12-month pilots carried out to assess the results and impact of the new curricula in each partner HEI in Thailand and Lao PDR.			36	Evaluation Reports
Deliverable No (continuous numbering linked to WP)	Deliverable Name	Work Package No	Lead Beneficiary	Type	Dissemination Level	Due Date (month number)	Description (including format and language)	
D5.1	Online course on Hospitality and Tourism Sustainable Business Operations and Management	5	PSU CMU NUOL SKU	R	PU	18	Non-degree online course (with teaching materials and syllabus), Electronic, EN, with translation in respective languages	
D5.2	Online course on Hospitality and Tourism Entrepreneurship	5	PSU CMU NUOL SKU	R	PU	18	Non-degree online course (with teaching materials and syllabus), Electronic, EN, with translation in respective languages	
D5.3	Online course on Introduction to E-service	5	PSU CMU NUOL SKU	R	PU	18	Non-degree online course (with teaching materials and syllabus), Electronic, EN, with translation in respective languages	
D5.4	Online course on Information System for Supply Chain and Customer Relationship Management	5	PSU CMU NUOL SKU	R	PU	18	Non-degree online course (with teaching materials and syllabus), Electronic, EN, with translation in respective languages	
D5.5	Online course on ICT for	5	PSU	R	PU	18	Non-degree online course (with teaching materials and syllabus),	

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	Tourism Business		CMU NUOL SKU				Electronic, EN, with translation in respective languages
D5.6	Online course on Labour Market Analysis and Job Seeking	5	PSU CMU NUOL SKU	R	PU	18	Non-degree online course (with teaching materials and syllabus), Electronic, EN, with translation in respective languages
D5.7	Online course on Digital Marketing for Tourism	5	PSU CMU NUOL SKU	R	PU	18	Non-degree online course (with teaching materials and syllabus), Electronic, EN, with translation in respective languages
D5.8	Online course on Personality for tourism operators	5	PSU CMU NUOL SKU	R	PU	18	Non-degree online course (with teaching materials and syllabus), Electronic, EN, with translation in respective languages
D5.9	Summary evaluation report	5	PSU	R	SEN	36	Joint report after the curricula pilot implementation, with recommendations for its improvement, Electronic, EN, ~60 pages
D5.10	Internal accreditation of curricula/courses	5	PSU CMU NUOL SKU	R	SEN	18	Document or other type of proof of curricula/courses internal accreditation by each HEI in Thailand and Laos (as the courses are non-degree programs/subjects with credits that will be developed to be delivered as part of existing curricula, they are only subject to internal approval/ accreditation process by the HEIs)

Estimated budget — Resources														
Participant	Costs													
	A. Personnel		B. Subcontracting	C.1a Travel			C.1b Accomodation	C.1c Subsistence	C.2 Equipme nt	C.3 Other goods, works and services	D.1 Financial support to third parties		E. Indirect costs	Total costs
PSU	14 person	19,080								1,600 EUR			1,448	22,128 EUR

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	months	EUR											EUR	
CMU	12 person months	16,830 EUR											1,178 EUR	18,008 EUR
NUOL	12 person months	6,950 EUR								1,600 EUR			599 EUR	9,149 EUR
SKU	12 person months	6,950 EUR											487 EUR	7,437 EUR
UoM	2 person months	7,500 EUR											525 EUR	8,025 EUR
Symplexis	3 person months	12,200 EUR											854 EUR	13,054 EUR
UNIPA	2 person months	11,160 EUR											781 EUR	11,941 EUR
CESIE	1 person months	7,000 EUR											490 EUR	7,490 EUR
PTA	5 person months	7,705 EUR											539 EUR	8,244 EUR
Total	63 person months	95,375 EUR								3,200 EUR			6,901 EUR	105,476 EUR
For certain Lump Sum Grants, see detailed budget table/calculator (annex 1 to Part B; see Portal Reference Documents).														

Work Package 6

Work Package 6: Dissemination and Exploitation			
Duration:	M1 – M36	Lead Beneficiary:	8-CESIE

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Objectives					
WP6 is linked to all specific objectives since its aim is to raise awareness about the project and to promote all its activities and results in both programme and third countries.					
Activities and division of work (WP description)					
Task No (continuous numbering linked to WP)	Task Name	Description	Participants		In-kind Contributions and Subcontracting (Yes/No and which)
			Name	Role (COO, BEN, AE, AP, OTHER)	
T6.1	Development of Dissemination and Exploitation Plan	During the first months of the project's implementation, CESIE will develop a Dissemination and Exploitation Plan in order to define in detail all dissemination and exploitation activities that partners will undertake throughout and beyond the project's implementation. More specifically, it will include the objectives, audiences, targeted stakeholders, key messages, tools and channels, activities, timing, responsibilities, as well as evaluation and monitoring procedures for the dissemination and exploitation of the project. At the same time, it will aim at exploring potential synergies, particularly with related EU projects, in order to possibly engage in joint dissemination and training activities to maximise impact. The Plan will also include all the necessary guidelines and reporting templates. It will be updated regularly throughout the project, according to all partners' feedback, to address any changes and needs on time, thus ensuring the relevance of the project and high involvement of the target groups and other stakeholders.	CESIE PSU CMU NUOL SKU UoM Symplexis UNIPA PTA	COO BEN BEN BEN BEN BEN BEN BEN	No
T6.2	Production and promotion of dissemination material and tools	The certain task focuses on the design, development and dissemination of the following: [1]. INNO4Tourism visual identity A strong and unique, distinctive brand will be developed for the project that will include a visual identity (logo) and branded templates for all digital and printed materials (e.g., publications, promotional materials, press releases, leaflets, etc.), ensuring a consistent and recognisable image that leads to an optimal presentation and wide recognition of the project. [2]. Printed and digital material Printed and digital informational material will be designed and produced, including leaflets and roll-up banners, which will be used in all dissemination activities (e.g.,	CESIE PSU CMU NUOL SU UoM Symplexis UNIPA PTA	COO BEN BEN BEN BEN BEN BEN BEN	No

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		relevant events, info days, final conference, etc.). Press releases will also be circulated after the completion of major milestones or for the promotion of specific key activities. All the material prepared will be available on the project's website and further disseminated through the partners' websites. [3]. Social media campaign Social media will be used to promote the project, its news and results in order to reach a broad target audience, while encouraging networking. Project social media pages - Facebook and LinkedIn - will be created by CESIE and managed by all partners. Moreover, partners will make use of their own social media (Facebook, Instagram, Twitter, LinkedIn etc.) for the dissemination of the project to their existing networks, local communities and stakeholders. [4]. INNO4Tourism website A website will also be created as a key dissemination tool of the project that will provide information about the objectives, target groups, activities and partners of the project, access to downloadable material (deliverables, e-leaflets), a news section, a contact form and links to the project's social media accounts. All partners will prepare content for the website, while a page dedicated to the project and linked to the official project website will be added to the partners' websites, to further promote the project.			
T6.3	Organization of dissemination and exploitation events	To ensure that the project will reach as many relevant stakeholders as possible and to increase its potential impact, the following dissemination and exploitation events will be organized: 6.3.1. Participation in events and publications INNO4Tourism will be introduced in terms of relevant events, sessions and seminars and will be presented at selected academic conferences and workshops in partner countries as well as other European and international destinations. Papers will also be submitted to journals and magazines focusing on sustainable tourism, the hospitality and tourism workforce and the modernisation of higher education. 6.3.2. Project launch events Four national Project launch events will be organised in Thailand and Lao PDR in the beginning of the project, after the KoM (M3) by the partner universities in Thailand and Lao PDR with the aim to present the project in the HEIs' staff and relevant stakeholders, thus engaging the participants since the very beginning. Each	CESIE PSU CMU NUOL SU UoM Symplexis UNIPA PTA	COO BEN BEN BEN BEN BEN BEN BEN BEN	No

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		event will target at least 30-40 representatives from the project's target groups, while media representatives will also be invited in order to strengthen the events' promotion and INNO4Tourism's dissemination networks. 6.3.3 Promotion workshops Four half-day national promotion workshops will be organised in Thailand and Lao PDR before the piloting of the new curricula (between M20 and M22) by the partner universities in Thailand and Lao PDR with the aim to promote the newly developed curricula among students and HEIs' staff, as well as employers and stakeholders from the hospitality and tourism sector, so as to ensure maximum attendance in the courses. Each event will target at least 30-40 representatives from the project's target groups, while media representatives will also be invited in order to strengthen the events' promotion and INNO4Tourism's dissemination networks. 6.3.4 Info-Days Four national Info-Days will be organised in Thailand and Lao PDR toward the end of the curricula's pilot phase (between M30 and M34) by the partner universities with the aim to raise awareness about the project, promote its results and ensure its transferability and sustainability among higher education stakeholders and authorities, academic and administrative staff, researchers, undergraduate students, recent graduates and alumni, representatives of the tourism and hospitality industry, local authorities, international donors, etc. The events will target at least 30-40 key representatives from the project's target groups, while media representatives will also be invited in order to strengthen the events' promotion and INNO4Tourism's dissemination networks. 6.3.5. INNO4Tourism final conference Towards the end of the project (M36), an international 1-day closing conference will be organised by PSU, with the support of Phuket Tourism Association, in Phuket, Thailand. This will give space for dialogue, exchange and networking to the involved parties as well as local, regional and international stakeholders. More specifically, the final results and lessons gained from the project will be presented and discussed among participants, including academics specialising in UBC and sustainable tourism, business, tourism and ICT enterprises, educational authorities, policy makers and governance experts, local, regional and national key actors and other relevant stakeholders. At the same time, special attention will be given to the mainstreaming of the UBC mechanisms and new curricula in the Asian higher education system. The conference will be covered by the media, ensuring maximum			
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		publicity and exposure.							
		All the above-mentioned events and any other events that will take place in terms of the project's dissemination and exploitation will be designed in a sustainable way, based on the EC Guidelines on organising sustainable meetings and events at the Commission (incl, easy access to physical venues by public transport/bike/walking, energy efficient buildings and/or with waste collection and recycling, certified sustainable accommodation, ICT facilities for virtual participation, on-line organizational and promotional tools, limited use of printed material, minimum and recycled/reusable office supplies, general and food waste prevention, etc.).							
T6.4	Development of Final Exploitation and Sustainability Plan	A final Exploitation and Sustainability Plan will be drafted at the end of the project (M36), as a long-term action plan that will describe the necessary measures and activities for the continuation of the project, its use by the target groups (HEIs in Thailand and Lao PDR, academic and administrative staff, students, tourism and hospitality entrepreneurs and employees), for the progressive take-up and mainstreaming of the proposed mechanisms and curricula by other HEIs, including indicators and means to measure exploitation after the end of the project.					CESIE PSU CMU NUOL SU UoM Symplexis UNIPA PTA	COO BEN BEN BEN BEN BEN BEN BEN BEN	No
Milestones and deliverables (outputs/outcomes)									
Milestone No (continuous numbering not linked to WP)	Milestone Name	Work Package No	Lead Beneficiary	Description			Due Date (month number)	Means of Verification	
MS12	Project's visual identity created	6	CESIE	Visual identity, incl. logo, colour palette, templates and guidelines for their use for all project printed and digital material and tools			4	Electronic documents/templates available and used	
MS13	Project website available	6	CESIE	The website, in EN, Thai and Laotian will contain info on the project objectives, target groups, activities and partners, access to downloadable material (deliverables, e-leaflets), news, contact form and links to the project's social media accounts, etc.			7	Website link (url)	
Deliverable	Deliverable Name	Work	Lead	Type	Dissemination	Due	Description		

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No (continuous numbering linked to WP)		Packag e No	Beneficiary		Level	Date (month number)	(including format and language)
D6.1	Dissemination and Exploitation Plan	6	CESIE	R	SEN	3	Document describing dissemination and exploitation activities that partners will undertake throughout and beyond the project's implementation, Electronic, EN, ~30 pages
D6.2	Dissemination package	6	CESIE	DEC	PU	5 <i>for the leaflet, other materials to be produced according to the timing of activities until M36</i>	2.000 printed leaflets (1000 in Thai, 1000 in Laotian); 5 banners (1 per HEI, 1 for final conference); 20 press releases issued by all partners during the project coinciding with important milestones, Electronic, EN
D6.3	Social Media	6	CESIE	DEC	PU	6	1 Facebook and 1 LinkedIn account in EN; partners also to utilize their own social media
D6.4	PSU Project launch event	6	PSU	OTHE R	PU	7	1-day national launch event organised by PSU, with the support of PTA, in Thailand, targeting 30-40 attendees to present the project in the HEIs' staff and relevant stakeholders.
D6.5	CMU Project launch event	6	CMU	OTHE R	PU	7	1-day national launch event organised by CMU, with the support of PTA, in Thailand, targeting 30-40 attendees to present the project in the HEIs' staff and relevant stakeholders.
D6.6	NUOL Project launch event	6	NUOL	OTHE R	PU	7	1-day national launch event organised by NUOL, targeting 30-40 attendees to present the project in the HEIs' staff and relevant stakeholders.

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D6.7	SKU Project launch event	6	SKU	OTHE R	PU	7	1-day national launch event organised by SKU, targeting 30-40 attendees to present the project in the HEIs' staff and relevant stakeholders.
D6.8	PSU Promotion workshop	6	PSU	OTHE R	PU	22	Half-day national promotion workshop organised by PSU, with the support of PTA, in Thailand, targeting 30-40 attendees to promote the newly developed curricula.
D6.9	CMU Promotion workshop	6	CMU	OTHE R	PU	22	Half-day national promotion workshop organised by CMU, with the support of PTA, in Thailand, targeting 30-40 attendees to promote the newly developed curricula.
D6.10	NUOL Promotion workshop	6	NUOL	OTHE R	PU	22	Half-day national promotion workshop organised by NUOL, in Lao PDR, targeting 30-40 attendees to promote the newly developed curricula.
D6.11	SKU Promotion workshop	6	SKU	OTHE R	PU	22	Half-day national promotion workshop organised by SKU, in Lao PDR, targeting 30-40 attendees to promote the newly developed curricula.
D6.12	PSU Info-Day	6	PSU	OTHE R	PU	34	1-day national Info-Day organised by PSU, with the support of PTA, in Thailand, targeting 30-40 attendees to raise awareness about the project, promote its results and ensure its transferability and sustainability.
D6.13	CMU Info-Day	6	CMU	OTHE R	PU	34	1-day national Info-Day organised by CMU, with the support of PTA, in Thailand, targeting 30-40 attendees to raise awareness about the project, promote its results and ensure its transferability and sustainability.
D6.14	NUOL Info-Day	6	NUOL	OTHE R	PU	34	1-day national Info-Day organised by NUOL, targeting 30-40 attendees to raise awareness about the project, promote its results and ensure its transferability and sustainability.
D6.15	SKU Info-Day	6	SKU	OTHE R	PU	34	1-day national Info-Day organised by SKU, targeting 30-40 attendees to raise awareness about the project, promote its results and ensure its transferability and sustainability.
D6.16	Final Conference	6	PSU	OTHE R	PU	36	International 1-day closing conference organised by PSU, with the support of PTA, in Phuket, Thailand, with 80-100 participants, online participation also to present and discuss the final results and lessons gained from the project; invitation, agenda, signed participants list, presentations, feedback questionnaires, evaluation report.

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D6.17	Final Exploitation and Sustainability Plan	6	CESIE	R	SEN	36	Final Exploitation and Sustainability Plan, long-term action plan for the continuation of the project, its use by the target groups and the progressive take-up and mainstreaming of the proposed CBH mechanisms and curricula by other HEIs, including indicators and means to measure exploitation after the end of the project, Electronic, EN, ~30 pages
D6.18	Project website	6	CESIE	DEC	PU	7	Website in EN, Thai and Laotian with info on the project objectives, target groups, activities and partners, access to downloadable material, news, etc. Project website link promoted via the partners' websites and vice versa. Updated throughout the project

Estimated budget — Resources													
Participant	Costs												
	A. Personnel		B. Subcontracting	C.1a Travel			C.1b Accommodation	C.1c Subsistence	C.2 Equipment	C.3 Other goods, works and services	D.1 Financial support to third parties		E. Indirect costs
PSU	4 person months	5,635 EUR								7,550 EUR			923 EUR
CMU	4 person months	5,635 EUR								2,350 EUR			559 EUR
NUOL	4 person months	2,340 EUR								2,350 EUR			328 EUR
SKU	4 person months	2,340 EUR								2,350 EUR			328 EUR
UoM	2 person months	7,500 EUR											525 EUR
Symplexis	3 person months	12,200 EUR											854 EUR

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UNIPA	2 person months	11,160 EUR											781 EUR	11,941 EUR
CESIE	6 person months	32,000 EUR											2,240 EUR	34,240 EUR
PTA	4 person months	5,635 EUR											394 EUR	6,029 EUR
Total	33 person months	84,445 EUR								14,600 EUR			6,932 EUR	105,977 EUR
For certain Lump Sum Grants, see detailed budget table/calculator (annex 1 to Part B; see Portal Reference Documents).														

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Staff effort

Staff effort per work package						
<i>Fill in the summary on work package information and effort per work package.</i>						
Work Package No	Work Package Title	Lead Participant No	Lead Participant Short Name	Start Month	End Month	Person-Months
1	Project management, reporting and evaluation	1	PSU	1	36	39
2	Identification of skills demand in sustainable tourism	6	Symplexis	1	7	28
3	Capacity building of staff in HEIs	5	UoM	8	22	42
4	Piloting of University – Business sector cooperation mechanism in sustainable tourism	3	NUOL	13	36	65
5	Development and piloting of the new Curricula on Sustainable Tourism	1	PSU	13	36	63
6	Dissemination and Exploitation	8	CESIE	1	36	33
					Total Person-Months	270

Staff effort per participant							
<i>Fill in the effort per work package and Beneficiary/Affiliated Entity.</i>							
<i>Please indicate the number of person/months over the whole duration of the planned work.</i>							
<i>Identify the work-package leader for each work package by showing the relevant person/month figure in bold.</i>							
Participant	WP1	WP2	WP3	WP4	WP5	WP6	Total Person-Months
PSU	7	5	5	11	14	4	46
CMU	4	5	5	11	12	4	41
NUOL	4	5	5	16	12	4	46
SKU	4	5	5	11	12	4	41
UoM	4	1	11	3	2	2	23

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Symplexis	4	6	3	3	3	3	22
UNIPA	4		6	2	2	2	16
CESIE	4		1	2	1	6	14
PTA	4	1	1	6	5	4	21
Total Person-Months	39	28	42	65	63	33	270

Subcontracting (n/a for prefixed Lump Sum Grants)

Subcontracting <i>Give details on subcontracted project tasks (if any) and explain the reasons why (as opposed to direct implementation by the Beneficiaries/Affiliated Entities).</i> <i>Subcontracting — Subcontracting means the implementation of 'action tasks', i.e. specific tasks which are part of the EU grant and are described in Annex 1 of the Grant Agreement.</i> Note: Subcontracting concerns the outsourcing of a part of the project to a party outside the consortium. It is not simply about purchasing goods or services. We normally expect that the participants to have sufficient operational capacity to implement the project activities themselves. Subcontracting should therefore be exceptional. <i>Include only subcontracts that comply with the rules (i.e. best value for money and no conflict of interest; no subcontracting of project coordination tasks).</i>						
Work Package No	Subcontract No (continuous numbering linked to WP)	Subcontract Name (subcontracted action tasks)	Description (including task number and BEN/AE to which it is linked)	Estimated Costs (EUR)	Justification (why is subcontracting necessary?)	Best-Value-for-Money (how do you intend to ensure it?)
1	S1.1	External Evaluator	Assignment of the evaluation of the project to an external evaluator – T1.2 (PSU)	20.000	To ensure objectivity and unbiased reporting of results.	Through an open procurement procedure inviting qualified contractors to present their offers, while the final selection will be made based on quality of services and best value for money.
Other issues: <i>If subcontracting for the project goes beyond 30% of the total eligible costs, give specific reasons.</i>						

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Events meetings and mobility

Events meetings and mobility							
This table is to be completed for events meetings and mobility that have been mentioned as part of the activities in the work packages above Give more details on the type, location, number of persons attending, etc.							
Event No (continuous numbering linked to WP)	Participant	Description					Attendees
		Name	Type	Area	Location	Duration (days)	Number
E1.1	All	Kick-off meeting	Partners/PSC meeting	Establish the PSC, present the PMP, discuss administrative, communication and financial management guidelines, provide an overview of the Work Packages, plan project activities	Phuket, Thailand	2	20
E1.2	All	Project interim meeting 2	Partners/PSC meeting	Assess project implementation progress, address any challenges, plan project activities	Thessaloniki, Greece	2	10
E1.3	All	Project interim meeting 4	Partners/PSC meeting	Assess project implementation progress, address any challenges, plan project activities	Vientiane, Lao PDR	2	10
E1.4	All	Final project meeting	Partners/PSC meeting	Review and evaluate overall project implementation and address exploitation issues (following the final conference)	Phuket, Thailand	1	20
E3.1	UNIPA PSU CMU NUOL SKU	Curriculum Development course (ToT programme 1 st Phase)	Training seminar	Train the academic staff who will undertake a lead role in the development of the new curricula on sustainable tourism and training of their colleagues on them.	Palermo, Italy	5	15
E3.2	UoM PSU CMU	Curriculum Development course (ToT programme 2 nd Phase)	Training seminar	Train the academic staff who will undertake a lead role in the development of the new curricula on sustainable tourism	Thessaloniki, Greece	5	15

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	NUOL SKU			and training of their colleagues on them			
E3.3	PSU CMU NUOL SKU	Roll-out of the training programme	Training seminar	Train the academic staff on the newly developed curricula on sustainable tourism in each Asian partner HEI	Phuket, Thailand Chiang Mai, Thailand Savannakhet, Lao PDR Vientiane, Lao PDR	5	13 each (52 total)
E4.1	PSU CMU NUOL SKU	Launch events of career offices	Information event	Official establishment of HEI career offices and signing of mandates in each Asian partner HEI	Phuket, Thailand Chiang Mai, Thailand Savannakhet, Lao PDR Vientiane, Lao PDR	Half-day	30-40 each (120-160 total)
E5.1	PSU CMU NUOL SKU	Placements/Work-based learning opportunities	Placement/mobility	Work-based learning opportunities/placements of at least 165 students in total as part of the new courses, either during or after the courses' completion	Phuket, Thailand Chiang Mai, Thailand Savannakhet, Lao PDR Vientiane, Lao PDR	At least 63	165
E6.1	PSU CMU NUOL SKU	Project launch events	Information event	Present the project in each Asian partner HEI and raise awareness about its expected results and benefits of HEIs' teaching and administrative staff, researchers and students, tourism industry representatives/stakeholders, educational/ higher education authorities, local authorities, etc., as well as to motivate their active participation/involvement	Phuket, Thailand Chiang Mai, Thailand Savannakhet, Lao PDR Vientiane, Lao PDR	1	30-40 each (120-160 total)
E6.2	PSU CMU NUOL	Promotion workshops	Workshop	Promote the newly developed curricula among students and HEIs' staff, as well as employers and stakeholders from the	Phuket, Thailand Chiang Mai, Thailand Savannakhet, Lao	Half-day	30-40 each (120-160 total)

Call: ERASMUS-EDU-2023-CBHE-STRAND-2 — Capacity building in the field of higher education Strand 2

EU Grants: Application form (ERASMUS BB and LS Type II): V2.0 – 01.06.2022

	SKU			hospitality and tourism sector, so as to ensure maximum attendance in the courses	PDR Vientiane, Lao PDR		
E6.3	PSU CMU NUOL SKU	Info-days	Information event	Raise awareness about the project, promote its results and ensure its transferability and sustainability among higher education stakeholders and authorities, academic and administrative staff, researchers, undergraduate students, recent graduates and alumni, representatives of the tourism and hospitality industry, local authorities, international donours, etc.	Phuket, Thailand Chiang Mai, Thailand Savannakhet, Lao PDR Vientiane, Lao PDR	1	30-40 each (120-160 total)
E6.4	All	Final Conference	Conference	Present and discuss final results and lessons gained from the project among academics specialising in UBC and sustainable tourism, business, tourism and ICT enterprises, educational authorities, policy makers and governance experts, local, regional and national key actors and other relevant stakeholders, special attention given to the mainstreaming of the UBC mechanisms and new curricula in the Asian higher education system	Phuket, Thailand	1	80-100

Timetable

Timetable (projects of more than 2 years)

Fill in cells in beige to show the duration of activities. Repeat lines/columns as necessary.

Note: Use actual calendar years and quarters. In the timeline you should indicate the timing of each activity per WP. You may add additional columns if your project is longer than 6 years.

Call: ERASMUS-EDU-2023-CBHE-STRAND-2 — Capacity building in the field of higher education Strand 2

EU Grants: Application form (ERASMUS BB and LS Type II): V2.0 – 01.06.2022

ACTIVITY	YEAR 1				YEAR 2				YEAR 3				YEAR 4				YEAR 5				YEAR 6			
	Q 1	Q 2	Q 3	Q 4	Q 1	Q 2	Q 3	Q 4	Q 1	Q 2	Q 3	Q 4	Q 1	Q 2	Q 3	Q 4	Q 1	Q 2	Q 3	Q 4	Q 1	Q 2	Q 3	Q 4
WP1. Project management, reporting and evaluation																								
Task 1.1 Development of the Project Management Plan																								
Task 1.2 Project Quality Planning and Monitoring																								
Task 1.3 Day-to-day Management, Financial control & Reporting																								
Task 1.4 Project meetings																								
WP2. Identification of skills demand in sustainable tourism																								
Task 2.1 Development of the research protocol																								
Task 2.2 Primary and secondary research on skills demand and gaps in current hospitality and tourism workforce																								
Task 2.3 National and Transnational Reports																								
WP3. Capacity building of staff in HEIs																								
Task 3.1 Training Programme on setting up University – Business sector cooperation mechanisms and holistic career services																								
Task 3.2 Curriculum Development course (ToT programme)																								
Task 3.3 Roll-out of the training programme																								

Call: ERASMUS-EDU-2023-CBHE-STRAND-2 — Capacity building in the field of higher education Strand 2

EU Grants: Application form (ERASMUS BB and LS Type II): V2.0 – 01.06.2022

[illegible]

#§WRK-PLA-WP§#



#@ETH-ICS-EI@#

5. OTHER

5.1 Ethics

Ethics (if applicable)

If the Call document/Programme Guide contains a section on ethics, describe ethics issues that may arise during the project implementation and the measures you intend to take to solve/avoid them.

Describe how you will ensure gender mainstreaming and children's rights in the project activities.

The consortium is fully committed to complying with ethical principles and relevant national, EU and international legislation, such as the Charter of Fundamental Rights of the EU, the European Convention on Human Rights and the GDPR 2016/679, along with the relevant national provisions in all participating countries. As a result, particular emphasis is given to the identification of the ethical issues that may arise during project implementation and measures have been set by partners so that they easily avoid or identify and solve them.

Having said that, the main ethical issues that could arise concern the respect of the rights, confidentiality, and privacy of participants in activities. The consortium will ensure the following:

- Non-Discrimination: Project staff will demonstrate respect for all participants, regardless of age, gender, ethnicity, religion, sexual orientation, gender, etc.
- Free and fully informed consent: Participants' informed consent will be obtained in advance. Participants will be given clear information about the project activities (including its aims, methods, implications) so that they fully understand to what they are agreeing to, not feeling pressured or coerced into giving consent, and will be given the option not to participate or withdraw at any time and without any consequences.
- Privacy & confidentiality: All reasonable precautions will be taken so that the rights of participants to privacy and confidentiality are respected. The project will involve minimal sensitive personal data collection and/or processing, necessary for implementation only, and always in accordance with GDPR legislation. Where personal data is involved, the project will adhere to the applicable EU and national data protection frameworks. Data subjects concerned will be provided with information on data processing pursuant to the transparency requirements laid down in Articles 12 ff. GDPR. Where data is obtained from data subjects directly (e.g., interviews), the project will provide them with the necessary information pursuant to Art. 13 GDPR and obtain their informed consent. For the processing of data that is not obtained from the data subjects, information on the data processing will be made publicly available in accordance with Art. 14 (5) (b) GDPR. Technical aspects of collecting and storing the data will also be considered and data collection using electronic encoding tools (digital recorders or cameras) will be given special attention.
- Security: Any data collected will be kept securely and anonymised where appropriate, while any publication will be carefully prepared so as to not lead directly or indirectly to a breach of agreed confidentiality and anonymity.
- Safety: Participants will not be exposed to any unnecessary risks.
- Respect for intellectual property: Copyrights and other forms of intellectual property will be honoured.

Besides, gender will be mainstreamed in all project activities and consortium arrangements. Project teams and participants in activities will be gender balanced; staff will be aware of gender issues; project language and rhetoric will be prejudice-free and activities will follow a gender-inclusive approach; dissemination and communication will be using gender inclusive language and positive visual representations; equal access and participation in project activities will be promoted; monitoring procedures and performance indicators will not discriminate against any gender identity, etc. Mainstreaming the rights of the child is not applicable in this project.

#\$ETH-ICS-EI\$# #@SEC-URI-SU@#

5.2 Security

Security

Not applicable.

#\$SEC-URI-SU\$# #@DEC-LAR-DL@#



6. DECLARATIONS

Double funding	
Information concerning other EU grants for this project	YES/NO
 Please note that there is a strict prohibition of double funding from the EU budget (except under EU Synergies actions).	
We confirm that to our best knowledge neither the project as a whole nor any parts of it have benefitted from any other EU grant (including EU funding managed by authorities in EU Member States or other funding bodies, e.g. Erasmus, EU Regional Funds, EU Agricultural Funds, etc). If NO, explain and provide details.	YES
We confirm that to our best knowledge neither the project as a whole nor any parts of it are (nor will be) submitted for any other EU grant (including EU funding managed by authorities in EU Member States or other funding bodies, e.g. Erasmus, EU Regional Funds, EU Agricultural Funds, etc). If NO, explain and provide details.	YES

Financial support to third parties (if applicable)
If your project requires a higher maximum amount per third party than the threshold amount set in the Call document/Programme Guide, justify and explain why this is necessary in order to fulfil your project's objectives.
Not applicable.

Seal of Excellence (if applicable)		
If provided in the Call document, proposals that pass the evaluation but are below the budget threshold (i.e. pass the minimum thresholds but are not ranked high enough to receive funding) will be awarded a Seal of Excellence. In this context we may share information about your proposal with other EU or national funding bodies through the Erasmus+ National Agencies.		
<table border="1"> <tr> <td>Do you agree that your proposal (including proposal data and documentation) is shared with other EU and national funding bodies to find funding under other schemes?</td> <td>YES</td> </tr> </table>	Do you agree that your proposal (including proposal data and documentation) is shared with other EU and national funding bodies to find funding under other schemes?	YES
Do you agree that your proposal (including proposal data and documentation) is shared with other EU and national funding bodies to find funding under other schemes?	YES	

#\$DEC-LAR-DL\$#



ANNEXES

LIST OF ANNEXES

Standard

Detailed budget table/Calculator (annex 1 to Part B) — *mandatory for certain Lump Sum Grants (see [Portal Reference Documents](#))*

CVs (annex 2 to Part B) — *mandatory, if required in the Call document/Programme Guide*

Annual activity reports (annex 3 to Part B) — *not applicable*

List of previous projects (annex 4 to Part B) — *mandatory, if required in the Call document/Programme Guide*

Special

Other annexes — *mandatory, if required in the Call document/Programme Guide*

HISTORY OF CHANGES		
VERSION	PUBLICATION DATE	CHANGE
1.0	25.02.2021	Initial version (new MFF).
2.0	01.06.2022	Consolidation, formatting and layout changes. Tags added.
3.0	25.09.2023	Addition of deliverable D1.7 Project mid-term progress report in WP1, and corresponding corrections to the LOGICAL FRAMEWORK MATRIX
		Correction of type of D3.6 from R to OTHER
		Insertion of due date to D6.14 & D6.15 that was missing
		Addition of text in the description of the “project website” (T6.2) about being further promoted via the websites of the beneficiaries
3.1	18.10.2023	Addition of explanatory text about measurement of KPIs in LFM to Deliverables D1.3, D1.4, D1.5, D1.6
		Addition of explanatory text to Deliverables D2.1, D2.2
		Addition of explanatory text about curricula including teaching materials and syllabus to Deliverables D3.1, D3.4, D5.1, D5.2, D5.3, D5.4, D5.5, D5.6, D5.7, D5.8
		Change of Dissemination level for PU to SEN of Deliverables D3.2, D3.5, D3.6, D5.9
		Addition of description about the equipment to be purchased to support the operation of career offices in T4.1
		Addition of Deliverable D5.10 Internal accreditation of curricula/courses, and relevant correction/addition made to the LOGICAL FRAMEWORK MATRIX
		Addition of Deliverable D6.18 Project website, and relevant correction/addition made to the LOGICAL FRAMEWORK MATRIX

Proposal Info

Proposal ID	Call for Proposal	Topic	Type of Action
SEP-210925731	ERASMUS-EDU-2023-CBHE	ERASMUS-EDU-2023-CBHE-STRAND-2	ERASMUS-LS

Objectives

- ☒ Improve the quality of higher education in third countries not associated to the Erasmus+ programme and enhance its relevance for the labour market and society
- ☒ Improve the level of competences, skills and employability potential of students in HEIs in the third countries not associated to the Erasmus+ programme by developing new and innovative education programmes
- ☐ Promote inclusive education, equality, equity, non-discrimination and the promotion of civic-competences in higher education in the third countries not associated to the Erasmus+ programme
- ☐ Enhance the teaching, assessment mechanisms for HEI staff and students, quality assurance, management, governance, inclusion, innovation, knowledge base, digital and entrepreneurial capacities, as well the internationalisation of HEIs in the third countries not associated to the Erasmus+ programme
- ☐ Increase the capacities of HEI, bodies in charge of higher education and competent authorities of third countries not associated to the Erasmus+ programme to modernise their higher education systems, particularly in terms of governance and financing, by supporting the definition, implementation and monitoring of reform processes
- ☐ Improve the training of teachers and continuous professional development in order to impact the longer term quality of the education system in the third countries not associated to the Erasmus+ programme
- ☒ Stimulate cooperation of institutions, capacity building and exchange of good practice
- ☒ Foster cooperation across different regions of the world through joint initiatives

Regional priority areas

Region 5 - Asia

Green deal

Regions involved in the project

Define the type of the project :

- ☐ National project
- ☒ Multi-country project
- ☐ Cross-regional project

Project implementation

Number of higher education institutions (universities) located in remote regions/area 0

Number of newcomer/less experienced coordinating higher education institutions (universities) to the CBHE action

not yet involved in CBHE projects 0

Coordinating HEI - involved in 1 to 3 CBHE projects 0

Coordinating HEI - involved in 4 or more CBHE projects 1

Number of newcomer/less experienced partner higher education institutions (universities) to the CBHE action

not yet involved in CBHE projects 1

Partner HEI - involved in 1 to 3 CBHE projects 0

Partner HEI - involved in 4 or more CBHE projects 2

People with fewer opportunities

Is your project addressing people with fewer opportunities?

- ☐ Yes
- ☒ No

Target groups from the third country(ies) not associated to the Erasmus+ programme involved in the project

Number of students following the courses/study programmes (at Bachelor, Master, PhD level) 200

Number of students to be trained/involved in the mobility (studying) 0

Number of students/staff females to be involved in the project 100

Number of students/staff with practical placements 40

Number of academic staff to be trained 24

Number of university administrative staff to be trained 8

Higher Education Institutions (HEI) - Cooperation agreement(s)

Is the project going to establish any cooperation agreement(s) with relevant stakeholders?

☒ Yes

☐ No

☐ HEIs not involved in the project

☒ Associations, civil society organisations and NGOs

☐ Public organisations

☒ Local authorities in the third countries not associated to the Erasmus+ programme

☒ Private sector

☒ Social enterprises

☒ Research institutions

☒ Others

Higher Education Institutions (HEI) - Courses/Study programmes/Placements/Structures

Number of new courses 4

Number of new study programs 0

☐ New joint study programmes

☐ New interdisciplinary study programmes

Number of updated courses 0

Number of updated study programmes 0

☐ Updated joint study programmes

☐ Updated interdisciplinary study programmes

Number of study programmes with practical placements 4

Number of new or modernised structures/units/centres/hubs to be created 4

Number of new or modernised labs 0

Impact at the Higher Education sector

Does the proposal intend to impact the Higher Education (HE) sector in the participating third countries not associated to the Erasmus+ programme?

☒ Yes

☐ No

☐ New national policies or legislative framework in HE

☐ New regional policies or legislative framework in HE

☐ Contribution to the creation of a regional HE area (facilitate national and cross-border recognition, support mobility of teachers, learners and workers)

☐ Include the active participation of students in governance and reform of the HE system

☒ Strengthen the links between education, research and innovation

☒ Contribute to the reform of higher education policies that respond to societal and labour market needs

☐ Develop schemes that facilitate the employability of graduates

Other sources of funding

Does the proposal complement other local/national/international sources of funding?

☐ Yes

☒ No

ANNEX 2

ESTIMATED BUDGET (LUMP SUM BREAKDOWN) FOR THE ACTION

Forms of funding	Estimated EU contribution						Maximum grant amount ¹
	Estimated eligible lump sum contributions (per work package)						
	WP1 Project management, reporting and evaluation	WP2 Identification of skills demand in sustainable tourism	WP3 Capacity building of staff in HEIs	WP4 Piloting of University – Business sector cooperation mechanisms in sustainable tourism	WP5 Development and piloting of the new Curricula on Sustainable Tourism	WP6 Dissemination and Exploitation	
	Lump sum contribution	Lump sum contribution	Lump sum contribution	Lump sum contribution	Lump sum contribution	Lump sum contribution	
	a	b	c	d	e	f	g = a + b + c + d + e + f
1 - PSU	35 347.00	8 383.00	24 361.00	21 287.00	19 915.00	12 697.00	121 990.00
2 - CMU	13 728.00	7 420.00	21 280.00	20 516.00	16 207.00	7 690.00	86 841.00
3 - NUOL	9 394.00	4 069.00	20 374.00	18 856.00	8 234.00	4 516.00	65 443.00
4 - SKU	10 063.00	3 106.00	17 293.00	13 939.00	6 693.00	4 516.00	55 610.00
5 - UOM	26 531.00	3 371.00	38 809.00	10 593.00	7 223.00	7 223.00	93 750.00
6 - SYMPLEXIS	29 072.00	23 494.00	11 749.00	11 749.00	11 749.00	11 749.00	99 562.00
7 - UNIPA	32 621.00	0.00	30 931.00	10 747.00	10 747.00	10 747.00	95 793.00
8 - CESIE	38 534.00	0.00	6 741.00	11 941.00	6 741.00	30 816.00	94 773.00
9 - PTA	9 986.00	1 387.00	1 873.00	8 200.00	7 420.00	5 426.00	34 292.00
Σ consortium	205 276.00	51 230.00	173 411.00	127 828.00	94 929.00	95 380.00	748 054.00

¹ The 'maximum grant amount' is the maximum grant amount fixed in the grant agreement (on the basis of the sum of the beneficiaries' lump sum shares for the work packages).

ANNEX 3

ACCESSION FORM FOR BENEFICIARIES

CHIANG MAI UNIVERSITY (CMU), PIC 998378030, established in HUAY KAEW ROAD 238, CHIANG MAI 50200, Thailand,

hereby agrees

to become beneficiary

in Agreement No 101129247 — INNO4Tourism ('the Agreement')

between PRINCE OF SONGKLA UNIVERSITY (PSU) and the European Education and Culture Executive Agency (EACEA) ('EU executive agency' or 'granting authority'), under the powers delegated by the European Commission ('European Commission'),

and mandates

the coordinator to submit and sign in its name and on its behalf any **amendments** to the Agreement, in accordance with Article 39.

By signing this accession form, the beneficiary accepts the grant and agrees to implement it in accordance with the Agreement, with all the obligations and terms and conditions it sets out.

SIGNATURE

For the beneficiary

orawit Thinnukool with ECAS id n004060e signed in the Participant Portal on 28/11/2023 at 16:54:59 (transaction id SigId-37025-R0UXU 86Wwyj7so0UvCzUipafVmhZG8aOPd8u15kSiL76UmN9dMUubgyDc9 UCdViCWV0cS9EWPrNxUzMbEqEYERW-yntOf97TTHq5v0i419YzOO-zc rLa9eSG4RDX71Qpy7EMRO0KZFRkp4IIQ8VZAgaATCFgDwkSb8zd51 Ulvb2nGT0EijZ7GoWJsIA6Ud04HRjdQ). Timestamp by third party at 2023.11.28 16:55:05 CET

ANNEX 3

ACCESSION FORM FOR BENEFICIARIES

NATIONAL UNIVERSITY OF LAOS (NUOL), PIC 984078484, established in DONG DOK CAMPUS, VIENTIANE NA, Laos,

hereby agrees

to become beneficiary

in Agreement No 101129247 — INNO4Tourism ('the Agreement')

between PRINCE OF SONGKLA UNIVERSITY (PSU) and the European Education and Culture Executive Agency (EACEA) ('EU executive agency' or 'granting authority'), under the powers delegated by the European Commission ('European Commission'),

and mandates

the coordinator to submit and sign in its name and on its behalf any **amendments** to the Agreement, in accordance with Article 39.

By signing this accession form, the beneficiary accepts the grant and agrees to implement it in accordance with the Agreement, with all the obligations and terms and conditions it sets out.

SIGNATURE

For the beneficiary

Houngphet Chanthavong with ECAS id n0046d6g signed in the Participant Portal on 30/11/2023 at 02:46:59 (transaction id SigId-60254-lvafbl51Lzh1yPt6xfjByVeL1oHX17O91YnWKVWsoVCJezKSW7vBKNAQBZmaTyQ3pl4RuIXSGdIMs6YS8zQfxW-yntOf97TTHq5v0i419YzOO-cQstzIVB1LEGsdgyvh9Hkf7Hc03ajl24qzp3WHRWylQRmdaVU2JgKNDS1OjZnFjzS9JLe9saahwv2nRGZyytjym).
Timestamp by third party at
2023.11.30 02:47:08 CET

ANNEX 3

ACCESSION FORM FOR BENEFICIARIES

SAVANNAKHET UNIVERSITY (SKU), PIC 923006411, established in NAXENG CAMPUS NAXENG VILLAGE KAISONPHOMVIHANH DISTRICT SAVANNAKHET PROVINCE, KAISONHOMVIHANH, Laos,

hereby agrees

to become beneficiary

in Agreement No 101129247 — INNO4Tourism ('the Agreement')

between PRINCE OF SONGKLA UNIVERSITY (PSU) and the European Education and Culture Executive Agency (EACEA) ('EU executive agency' or 'granting authority'), under the powers delegated by the European Commission ('European Commission'),

and mandates

the coordinator to submit and sign in its name and on its behalf any **amendments** to the Agreement, in accordance with Article 39.

By signing this accession form, the beneficiary accepts the grant and agrees to implement it in accordance with the Agreement, with all the obligations and terms and conditions it sets out.

SIGNATURE

For the beneficiary

Bounheuang Ninchaleune with ECAS id n00200bt signed in the Participant Portal on 29/11/2023 at 15:16:21 (transaction id SigId-52856-V8SqB1IZxjTjB1cXkspKC0Jcq34way66a2HBinqzrUD4o3CVPa1oSZIA7pIO9S0mZ9OOfGvjYZ8WdXb7zam9vL-yntOf97TTHq5v0i419YzOO-nWn2K5juzXlt4RzNO05IC56Ch8nQyVLhShQJVuGozIJUTroggnEpHTupYGuHmNhehOvxkLxLW6SJVDd2IO8gK0).
Timestamp by third party at
2023.11.29 15:16:27 CET

ANNEX 3

ACCESSION FORM FOR BENEFICIARIES

UNIVERSITY OF MACEDONIA (UOM), PIC 999874352, established in EGNATIA STREET 156, THESSALONIKI 540 06, Greece,

hereby agrees

to become beneficiary

in Agreement No 101129247 — INNO4Tourism ('the Agreement')

between PRINCE OF SONGKLA UNIVERSITY (PSU) and the European Education and Culture Executive Agency (EACEA) ('EU executive agency' or 'granting authority'), under the powers delegated by the European Commission ('European Commission'),

and mandates

the coordinator to submit and sign in its name and on its behalf any **amendments** to the Agreement, in accordance with Article 39.

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SIGNATURE

For the beneficiary

Stylianos Katranidis with ECAS id n002cru8 signed in the Participant Portal on 27/11/2023 at 15:08:12 (transaction id SigId-15067-EY0Gvz zNlmFiEA1HCsSjKXQhYEBswSN90bzzm4XR1h70a2vdKQYQj7hM3KTT XOuMdwHZv4hYto4qgpTCwXxL2TC-yntOf97TTHq5v0i419YzOO-LDN S3NAyCMrW8w7zwpbbIOtF0DZyhf8oYINy9QjVbQP8R5Iq1EK33sOsH 6hO6FVo5zwcWh4H5O9c2ssMB5YkbU). Timestamp by third party at 2023.11.27 15:08:19 CET

ANNEX 3

ACCESSION FORM FOR BENEFICIARIES

SYMPLEXIS (SYMPLEXIS), PIC 907491843, established in KATECHAKI 7, ATHENS 11525, Greece,

hereby agrees

to become beneficiary

in Agreement No 101129247 — INNO4Tourism ('the Agreement')

between PRINCE OF SONGKLA UNIVERSITY (PSU) and the European Education and Culture Executive Agency (EACEA) ('EU executive agency' or 'granting authority'), under the powers delegated by the European Commission ('European Commission'),

and mandates

the coordinator to submit and sign in its name and on its behalf any **amendments** to the Agreement, in accordance with Article 39.

By signing this accession form, the beneficiary accepts the grant and agrees to implement it in accordance with the Agreement, with all the obligations and terms and conditions it sets out.

SIGNATURE

For the beneficiary

Georgios Alexopoulos with ECAS id n0029ulg signed in the Participant Portal on 27/11/2023 at 17:07:03 (transaction id SigId-18810-zzMyne9eN74mnhSmLIqsYTDtTzfnZtsQ2Y6zcj37r2kL4w5RmmKUzkeYx8CvFn0ka59szmKdXac0oTUJLjd6l1ZW-yntOf97TTHq5v0i419YzOO-GVFI7H9T3I1iRqYjbyUCjEUG9GGNNLUzdH298rjQkWN9OEOYh5e2xYQAJU0dqok8ZppwPG8U8mE3xR88jzVzu).
Timestamp by third party at
2023.11.27 17:07:10 CET

ANNEX 3

ACCESSION FORM FOR BENEFICIARIES

UNIVERSITA DEGLI STUDI DI PALERMO (UNIPA), PIC 999734284, established in PIAZZA MARINA 61, PALERMO 90133, Italy,

hereby agrees

to become beneficiary

in Agreement No 101129247 — INNO4Tourism ('the Agreement')

between PRINCE OF SONGKLA UNIVERSITY (PSU) and the European Education and Culture Executive Agency (EACEA) ('EU executive agency' or 'granting authority'), under the powers delegated by the European Commission ('European Commission'),

and mandates

the coordinator to submit and sign in its name and on its behalf any **amendments** to the Agreement, in accordance with Article 39.

By signing this accession form, the beneficiary accepts the grant and agrees to implement it in accordance with the Agreement, with all the obligations and terms and conditions it sets out.

SIGNATURE

For the beneficiary

Fabio MAZZOLA with ECAS id nmazolfa signed in the Participant Portal on 27/11/2023 at 10:49:53 (transaction id SigId-7976-T3zNiHvzXNmcM3ZI4UzKL1tGzJWt3fKLsOUELF3Pu7G0gdXA3oKoYeRZ4Gzif9JsSAzTaVLlzsWe79yuWFJu81W0-yntOf97TTHq5v0i419YzOO-zHA8lgYfswVTAbByq6oijnOTg8voMRzq3jtp1FxYuDfzjZ8VhL3ZPzzY5cKsUtYX7PXhGNcbERiZywRrspzOF64). Timestamp by third party at 2023.11.27 10:50:05 CET

ANNEX 3

ACCESSION FORM FOR BENEFICIARIES

CESIE (CESIE), PIC 949677628, established in VIA BENEDETTO LETO 1, TRAPPETO 90040, Italy,

hereby agrees

to become beneficiary

in Agreement No 101129247 — INNO4Tourism ('the Agreement')

between PRINCE OF SONGKLA UNIVERSITY (PSU) and the European Education and Culture Executive Agency (EACEA) ('EU executive agency' or 'granting authority'), under the powers delegated by the European Commission ('European Commission'),

and mandates

the coordinator to submit and sign in its name and on its behalf any **amendments** to the Agreement, in accordance with Article 39.

By signing this accession form, the beneficiary accepts the grant and agrees to implement it in accordance with the Agreement, with all the obligations and terms and conditions it sets out.

SIGNATURE

For the beneficiary

Vito LA FATA with ECAS id nfatavit signed in the Participant Portal on 05/12/2023 at 08:53:29 (transaction id SigId-126839-7vF9xbqf BxwzrtQPCIUahguLRi1OzXIBcl3rX1J4vRTo4YjQu9k8PyieuYUyagr 8dIHUWtXwX5CPfpZNLeqHuY-yntOf97TTHq5v0i419YzOO-EbKah 6A7wxOy7Ht7UjdWM0r9uo2F9ODJDKqDKjTFcD8GRBt3zaGIchoL zSi7b0EKPHJSI7j8fMXoSXNDSpBXI). Timestamp by third party at 2023.12.05 08:53:37 CET

ANNEX 3

ACCESSION FORM FOR BENEFICIARIES

PHUKET TOURIST BUSINESS ASSOCIATION (PTA), PIC 883513734, established in NO. 73-75 PHUKET ROAD MUANG DISTRICT, PHUKET, Thailand,

hereby agrees

to become beneficiary

in Agreement No 101129247 — INNO4Tourism ('the Agreement')

between PRINCE OF SONGKLA UNIVERSITY (PSU) and the European Education and Culture Executive Agency (EACEA) ('EU executive agency' or 'granting authority'), under the powers delegated by the European Commission ('European Commission'),

and mandates

the coordinator to submit and sign in its name and on its behalf any **amendments** to the Agreement, in accordance with Article 39.

By signing this accession form, the beneficiary accepts the grant and agrees to implement it in accordance with the Agreement, with all the obligations and terms and conditions it sets out.

SIGNATURE

For the beneficiary

Rangsiman Kingakaew with ECAS id n00eckdp signed in the Participant Portal on 28/11/2023 at 14:18:50 (transaction id SigId-31720-0mWkjMT8Jt7CSJ8CnZmZs3ifQTUjcETpZP7ScMYfAgKKzJgzWcm-uNuP6bHK0G1IOMpER1JUp1WuZjw0accSpwk-yntOf97TTHq5v0i419YzOO-cjyXk0JEUsvksk2eNLINDMLLd3TKLa7cnjQt-smVRTYKpRQmTztzR4M8a8J16abG2tjKJ9sLrAIDygHjzbiCTTd0).
Timestamp by third party at
2023.11.28 14:18:56 CET

FINANCIAL STATEMENT FOR THE ACTION FOR REPORTING PERIOD [NUMBER]

EU contribution												
Eligible lump sum contributions (per work package)												Requested EU contribution
	WP1 [name]	WP2 [name]	WP3 [name]	WP4 [name]	WP5 [name]	WP6 [name]	WP7 [name]	WP8 [name]	WP9 [name]	WP10 [name]	WP [XX]	
Forms of funding	<i>[Lump sum contribution// Financing not linked to costs]</i>	<i>[Lump sum contribution// Financing not linked to costs]</i>	<i>[Lump sum contribution// Financing not linked to costs]</i>	<i>[Lump sum contribution// Financing not linked to costs]</i>	<i>[Lump sum contribution// Financing not linked to costs]</i>	<i>[Lump sum contribution// Financing not linked to costs]</i>	<i>[Lump sum contribution// Financing not linked to costs]</i>	<i>[Lump sum contribution// Financing not linked to costs]</i>	<i>[Lump sum contribution// Financing not linked to costs]</i>	<i>[Lump sum contribution// Financing not linked to costs]</i>	<i>[Lump sum contribution// Financing not linked to costs]</i>	
Status of completion	COMPLETED	COMPLETED	COMPLETED	COMPLETED	COMPLETED	COMPLETED	COMPLETED	PARTIALLY COMPLETED	PARTIALLY COMPLETED	COMPLETED	NOT COMPLETED	
	a	b	c	d	e	f	g	h	i	j	k	$l = a + b + c + d + e + f + g + h + i + j + k$
1 – [short name beneficiary]												
1.1 – [short name affiliated entity]												
2 – [short name beneficiary]												
2.1 – [short name affiliated entity]												
X – [short name associated partner]												
Total consortium												

The consortium hereby confirms that:

The information provided is complete, reliable and true.

The lump sum contributions declared are eligible (in particular, the work packages have been completed and the work has been properly implemented and/or the results were achieved; see Article 6).

The proper implementation of the action/achievement of the results can be substantiated by adequate records and supporting documentation that will be produced upon request or in the context of checks, reviews, audits and investigations (see Articles 19, 21 and 25).

ANNEX 5

SPECIFIC RULES

INTELLECTUAL PROPERTY RIGHTS (IPR) — BACKGROUND AND RESULTS — ACCESS RIGHTS AND RIGHTS OF USE (— ARTICLE 16)

Rights of use of the granting authority on results for information, communication, publicity and dissemination purposes

The granting authority also has the right to exploit non-sensitive results of the action for information, communication, dissemination and publicity purposes, using any of the following modes:

- **use for its own purposes** (in particular, making them available to persons working for the granting authority or any other EU service (including institutions, bodies, offices, agencies, etc.) or EU Member State institution or body; copying or reproducing them in whole or in part, in unlimited numbers; and communication through press information services)
- **distribution to the public** in hard copies, in electronic or digital format, on the internet including social networks, as a downloadable or non-downloadable file
- **editing** or **redrafting** (including shortening, summarising, changing, correcting, cutting, inserting elements (e.g. meta-data, legends or other graphic, visual, audio or text elements extracting parts (e.g. audio or video files), dividing into parts or use in a compilation
- **translation** (including inserting subtitles/dubbing) in all official languages of EU
- **storage** in paper, electronic or other form
- **archiving** in line with applicable document-management rules
- the right to authorise **third parties** to act on its behalf or sub-license to third parties, including if there is licensed background, any of the rights or modes of exploitation set out in this provision
- **processing**, analysing, aggregating the results and **producing derivative works**
- **disseminating** the results in widely accessible databases or indexes (such as through ‘open access’ or ‘open data’ portals or similar repositories, whether free of charge or not.

The beneficiaries must ensure these rights of use for the whole duration they are protected by industrial or intellectual property rights.

If results are subject to moral rights or third party rights (including intellectual property rights or rights of natural persons on their image and voice), the beneficiaries must ensure that they

comply with their obligations under this Agreement (in particular, by obtaining the necessary licences and authorisations from the rights holders concerned).

Access rights for the granting authority, EU institutions, bodies, offices or agencies and national authorities to results for policy purposes

The beneficiaries must grant access to their results — on a royalty-free basis — to the granting authority, other EU institutions, bodies, offices or agencies, for developing, implementing and monitoring EU policies or programmes.

Such access rights are limited to non-commercial and non-competitive use.

The access rights also extend to national authorities of EU Member States or associated countries, for developing, implementing and monitoring their policies or programmes in this area. In this case, access is subject to a bilateral agreement to define specific conditions ensuring that:

- the access will be used only for the intended purpose and
- appropriate confidentiality obligations are in place.

Moreover, the requesting national authority or EU institution, body, office or agency (including the granting authority) must inform all other national authorities of such a request.

Access rights for third parties to ensure continuity and interoperability

Where the call conditions impose continuity or interoperability obligations, the beneficiaries must make the materials, documents and information and results produced in the framework of the action available to the public (freely accessible on the Internet under open licences or open source licences).

COMMUNICATION, DISSEMINATION AND VISIBILITY (— ARTICLE 17)

Additional communication and dissemination activities

The beneficiaries must engage in the following additional communication and dissemination activities:

- **present the project** (including project summary, coordinator contact details, list of participants, European flag and funding statement and project results) on the beneficiaries' **websites** or **social media accounts**
- for actions involving public **events**, display signs and posters mentioning the action and the European flag and funding statement
- upload the public **project results** to the Erasmus+ Project Results platform, available through the Funding & Tenders Portal.

SPECIFIC RULES FOR CARRYING OUT THE ACTION (— ARTICLE 18)

EU restrictive measures

The beneficiaries must ensure that the EU grant does not benefit any affiliated entities, associated partners, subcontractors or recipients of financial support to third parties that are

subject to restrictive measures adopted under Article 29 of the Treaty on the European Union or Article 215 of the Treaty on the Functioning of the EU (TFEU).



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