

**Final Beneficiary Report for 2014-1-RO01-KA202-002766**

# Erasmus+

Fundatia pentru Promovarea Intreprinderilor Mici si Mijlocii Brasov

- **Erasmus+**
- **Agentia Nationala pentru Programe Comunitare in Domeniul Educatiei si Formarii Profesionale**
- **Cooperation for innovation and the exchange of good practices**
- **Strategic Partnerships**
- **Strategic Partnerships for vocational education and training**
- **Call 2014**
- **Round 1**
- **Grant Agreement Number 2014-1-RO01-KA202-002766**
- **Report Type Final**
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|                        |             |
|------------------------|-------------|
| Main content:          | Report Form |
| Number of attachments: | <b>1</b>    |

## General Information

This report form generated from the Mobility Tool+ consists of the following main sections:

- **Inactive Organisations within Project Activities**
- **Context:** this section resumes some general information about your project;
- **Project Summary:** this section summarises your project and the organisations involved as partners;
- **Description of the Project:** in this section, you are asked to give information about the objectives and topics addressed by your project;
- **Project Management**
- **Implementation:** this section asks for information about all the stages of the project: implementation of main activities including practical arrangements, participants' profile, impact, dissemination of the results and future plans;
- **Follow-up**
- **Budget:** this section gives a detailed overview of the final amount of the EU grant you request;

For your convenience, some parts of this report are prefilled with information from the Mobility Tool+

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## 1. Context

this section resumes some general information about your project;

|                                   |   |
|-----------------------------------|---|
| Programme                         | Erasmus+  |
| Key Action                        | Cooperation for innovation and the exchange of good practices |
| Action                            | Strategic Partnerships  |
| Action Type                       | Strategic Partnerships for vocational education and training  |
| Call                              | 2014  |
| Report Type                       | Final   |
| Language used to fill in the form | EN  |

### 1.1. Project Identification

|                                 |  |
|---------------------------------|--|
| Grant Agreement Number          | 2014-1-RO01-KA202-002766   |
| Project Title                   | Self-Responsible Learning of Key Competences in Tourism SME - a Mean to improve Competitiveness and Employment |
| Project Acronym                 | TouriSMEComp   |
| Project Start Date (dd-mm-yyyy) | 01/09/2014   |
| Project End Date (dd-mm-yyyy)   | 30/11/2016   |
| Project Total Duration (months) | 27   |

Fundatia pentru Promovarea  
Intreprinderilor Mici si Mijlocii Brasov

## 1.2. National Agency of the Beneficiary Organisation

Identification

Agentia Nationala pentru Programe  
Comunitare in Domeniul Educatiei si  
Formarii Profesionale

For further details about the available Erasmus+ National Agencies, please consult the following page:

[https://ec.europa.eu/programmes/erasmus-plus/contact\\_en](https://ec.europa.eu/programmes/erasmus-plus/contact_en)

## 2. Project Summary

this section summarises your project and the organisations involved as partners;

Please provide a short summary of the completed project.

Please recall that this section [or part of it] may be used by the European Commission, Executive Agency or National Agencies in their publications or when giving information on a completed project. It will also feed the Erasmus+ Dissemination platform (see annex III of Programme Guide on dissemination guidelines). Main elements to be mentioned are:

- Context/background of the project;
- Objectives;
- Number and profile of participating organisations;
- Description of undertaken main activities;
- Results and impact attained;
- If relevant, longer-term benefits.

Please be concise and clear.

The Tourism industry is a key industry in all of the partner countries. Tourism SME (TSME) are a source of employment for many low skilled employees. TSME as well as employees, according to studies in all of the partner countries, are affected by a number of problems, which productivity and employability. A lack of key competences is identified as a root of many actual and potential TSME employees and TSME problems. TSME typically follow short-term strategies only and do not invest in their employees in a mid and long-term perspective. Managers and owners of TSME lack knowledge and competencies useful for training their own employees. In particular, the high potential of using the workplace as a learning opportunity remain unused. This also the consequence of a lack of adequate consultancy on how to guide self-learning at the workplace in TSME. TSME associations and training

providers have not put this issue on the agenda enough and also lack own competencies to provide this support.

Therefore the objective of our project is to improve the level of key competencies of employees in TSME as the foundation of the acquisition of professional skills and thereby improve their employability as well as the productivity of TSME.

This will be done by

- building support for TSME through 20 consultants, trained in self-learning methodologies,
- through training 100 TSME owners and managers in acting as learning facilitators/coachers for at least 500 of their employees and by developing appropriate intellectual outputs to support this learning and to disseminate the concept.

These intellectual outputs will include

- A detailed study to identify the learning needs of TSME and their employees and to mobilise managers and their potential supporters and stakeholders for acting on the problem;
- A guideline for consultants to educate them on methodologies of facilitating workplace learning of key competences in TSME
- A guideline for TSME managers on facilitating workplace learning of key competences in their companies;
- Modular learning material for TSME (potential) employees, which supports using situations in the work process for the acquisition of key competences for Life Long Learning;
- A curriculum for a course to disseminate and spread the concept and the OER project outputs on a sustainable basis also after the end of the project.

All of these products will be available on paper and on-line.

--An evaluation, user feedback and impact report in order to inform future (potential users) in depth about the value of the products, their competent application and scenarios for future utilisation and policy recommendations

The products will be tested and piloted in learning activities (20 consultants, 100 managers, at least 500 employees).

Feedback will be obtained from all of these learning activities in order to shape the final version of the products. Learning outcomes will be documented according to ECVET principles.

The consortium consists of highly impactful organisations, SME associations, focused on tourism, an University and a professional school, leading in educating actual and future TSME leaders and a research centre, highly experienced in the development of workplace learning methodologies.

Knowledge and strategies of these organisations will be shared creating European added value.

Dissemination will contact 10000 potential end users and multipliers through the organisational networks of the partner organisations as well as by traditional and new media and 5 types of multiplier events which will reach out to up to a relevant audience of 275 direct participants and up to 2000 through social media and partner networks.

Methodologies used in carrying out the project include desk research, interviewing of key informants (focus groups and advisory boards), pedagogic development, curriculum design, developmental evaluation and quality assurance. The quality of the project and its outputs are evaluated and assured using methods of developmental evaluation (online survey system, feedback from end-users, partners and stakeholders, 6 interim feedback reports).

The impact and long term benefits of the project will be:

Partner organisations will be better able to foster and support the use of self-learning methodologies, impacting the practices in the whole sector as well as in SME in general.

The practice will spread from the core group to additional consultants in similar organisations, more TSME managers will build the key competences of employees.

2000 employees will improve and document their key competencies for lifelong learning as a prerequisite for a continuing improvement of their professional skills. This will increase the demand for facilitation of workplace learning from additional employees. The success of these activities will impact the training policies of public and private companies and organisations.

## 2.1. Summary of participating organisations

| Role of the Organisation | PIC of the Organisation | Name of the Organisation  | Country of the Organisation | Type of Organisation  | Accreditation of organisation (if applicable) | Activation Start Date | Activation End Date |
|--------------------------|-------------------------|---|-----------------------------|---|---|-----------------------|---------------------|
| Beneficiary              | 940577670               | Fundatia pentru Promovarea Intreprinderilor Mici si Mijlocii Brasov | Romania                     | Foundation  |   | 01/09/2014            | 30/11/2016          |
| Partner                  | 940751882               | Supera poslovno upravljanje d.o.o.                                  | Croatia                     | Other   |   | 01/09/2014            | 30/11/2016          |
| Partner                  | 950743949               | ISOB INSTITUT FÜR SOZIALWISSENSCHAFTLICHE BERATUNG GMBH             | Germany                     | Other   |   | 01/09/2014            | 30/11/2016          |
| Partner                  | 944834515               | Fundação de Ensino Profissional da Praia da Vitória                 | Portugal                    | School/Institute/Educational centre – Vocational Training (secondary level) |   | 01/09/2014            | 30/11/2016          |
| Partner                  | 947884971               | Associação Empresarial de Viana do Castelo                          | Portugal                    | Other   |   | 01/09/2014            | 30/11/2016          |

|   |           |                   |        |       |                |            |            |
|---|-----------|-------------------|--------|-------|----------------|------------|------------|
| Partner                                     | 998174233 | GAZI UNIVERSITESI | Turkey | Other | TR<br>ANKARA02 | 01/09/2014 | 30/11/2016 |
| Total number of participating organisations |           | 6                 |        |       |                |            |            |

### 2.1.1. Associated Partners

This section doesn't apply for this project

### 3. Description of the Project

In this section, you are asked to give information about the objectives and topics addressed by your project;

Were all original objectives of the project met? How were they reached? Please comment also on any objectives initially pursued but not achieved in the project.

The objectives of the project: to train 20 consultants from the partners in order to become facilitators of self-learning of the key competences in the tourism companies, to train 50 managers and owners from the tourism sector to become coaches/ mentors of the learning development in their companies in order to help 500 employees to develop the key competences. This objective was achieved – for consultants 100%, for managers 80% and for employees 100%. Also the systematic approach of the project with specific materials for developing the competencies of the consultants, managers and employees was met through the intellectual outputs elaborated in the project. The materials were based on the conclusions of the IO 1- analysis of the educational and learning needs for tourism sector in the operational countries (Romania, Turkey, Croatia and Portugal- 2 regions: Azores Island and North of Portugal). The objectives were reached by using the methodologies of planning and implementing the plans. All the intellectual outputs were elaborated with the support of each partner; after partners agreed upon the structure of the handbook/ manual, each partner choose the chapters on which he has the best experience and after elaborating the chapters, the leader of the IO organised the draft and all the partners sent feedback in order to have a very good quality product. The communication among the partners allowed the planning of the trainings in order to meet the objectives. All partners agreed on the final shape and content of each product. The training of the consultants took place in 2 sessions, a session in Brasov in October 2015 and the second session in Regensburg in October 2016. The training of the consultants was based on the chapters of the handbook for consultants (IO2) elaborated with the support of all the partners. The managers involved in the project were selected by each partner using the conclusions of the IO1. The training for managers was planned in 7 sessions in order to have an impact and to enrich the exchange of experience of the managers from tourism. In this respect the following trainings took place:

- In Brasov for 6 managers sent by FEPPV, 8 managers sent by Gazi Universitesi, 6 managers sent by AEVC
- In Zagreb for 8 managers sent by FPIMM
- In Viana do Castelo for 8 managers sent by Supera and 2 managers sent by FPIMM
- in Praia da Vitoria for 2 managers sent by FPIMM.

During the training activity with managers the practical modules allowed the meetings with managers from local tourism (in the country where the training took place) and were appreciated by the trainees due to the experience exchange in the field of developing learning systems for the key competences and developing the business through the continuous training of the employees. The managers from tourism use the training materials for the employees and continue to do so. Consultants stay in touch with the managers in order to support them to coach the employees. The only training that could not be organised for the managers was in Turkey due to the current political situation.

What were the achievements of the project? Please provide a detailed description of the project results (if they are not listed in the sections "intellectual outputs", "multiplier events" or "learning, training, teaching activities"). Please describe achievements exceeding the initial expectations, if relevant.

The main achievements of the project are:

- the 5 intellectual outputs elaborated in the project which have been distributed and will be uploaded as an open source ensuring the dissemination and exploitation of the project results on the website, on edu.moodle.ro as well as the Commission Erasmus+ file repository
- 20 consultants from the partners trained as learning facilitators
- 40 managers and owners from the tourism industry trained as coaches/ mentors
- 594 employees involved in the process of self-developing the key competences at their workplace
- 16 multiplier events with 300 participants
- 5 transnational meetings of the partners
- the website of the project
- the Facebook page of the project and the Twitter account
- articles in local papers about the project
- a partnership that developed in a functional way
- a partnership that proposed a list of projects to continue the experience gained in the implementation of the project and keep the formed network of experts in touch

In what way was the project innovative and/or complementary to other projects already carried out?

The project was innovative by putting the owner/manager of hospitality SME in the focus of improving the learning environment for the less qualified employees directly at the workplace, without exclusively depending on external resources (training providers) and also by encouraging the employees to improve themselves (with the help of learning tools like IO4). The project brought systematic but self-organised learning to the workplace and therefore contributed to a wider use of workplace learning. Another innovative aspect consisted in providing a systematic training programme for empowering hospitality SME owners/managers to act in the role of coaches/ mentors of their own employees. Also the development of a supporting structure of specialized consultants acting as learning facilitators for this group is an innovative element, as it is the development of the content of this training along with material for the end users (employees) as an open source tool for lifelong learning. While there was no direct transfer of material, the project builds on insights gained by the partner ISOB from a number of projects in Germany which developed methodologies of workplace learning and employee empowerment. These were used in the hospitality industry for the first time for developing coaching skills for owners/managers. According to the research done by the partners in Romania, Croatia, Turkey and Portugal no comparable approach or material exist in these partner countries. As the approach focuses on improving the general learning conditions (by creating a conducive environment for learning through better trained owners/managers aware of the advantages of having good skilled employees) and on developing the 8 key competences for lifelong learning, our approach was complementary to projects and approaches which aim at the acquisition of formal qualifications in the hospitality industry.

Another aspect that proves the innovative aspect of the project is the development of the facilitation abilities of the consultants that were trained. The consultants are usually focused on giving solutions rather than facilitating the learning or the improvement of the key competences in the companies. This approach has been changed by the methods learned by the consultants during the implementation period of this project, as well as due to the learning tools that they used (IO2)

The needs analysis in the individual partner countries showed that the project is innovative compared to the situation in the partner countries before the project implementation.. During the implementation of the project, the managers involved in the project agreed that developing the key competences at the workplace in a structured way is very innovative for their companies. Also, due to the fact that one of the causes identified is that middle management has no abilities for training at workplace, because practical skills and training techniques are not included in training curricula for tourism managers, the materials provided and the trainings organised aimed to develop new skills of the managers so they will be able to act as coaches for their own employees.

For the managers in tourism, in-service training using the own resources and the skilled personal was neglected until now; due to the involvement in the project they recognised that using structured workplace learning improves the quality of the services provided to the clients and therefore increases the profit being a good investment in their business.

Also, due to the fact that particularly management of SME lacks benchmarking experiences and the international exchange experiences contributed to increase the vision and exchange of good practices.

In Tourism and Hospitality is very important to develop the soft skills of the employees because the employees' attitude is the most important factor in service quality and customer satisfaction and therefore the key factor for the success of the business.

What were the most relevant priorities addressed by your project?(multiple selection possible)

× Developing partnerships between education and employment × Contributing to a reduction in the number of low-skilled adults (re-skilling and up-skilling of adults)

- Developing partnerships between education and employment
- Contributing to a reduction in the number of low-skilled adults (re-skilling and up-skilling of adults)

In case the selected priorities are different from the ones in the application, please explain why.

The priorities are the same as in the application

What were the most relevant topics addressed by your project?(multiple selection possible)

× Key Competences (incl. mathematics and literacy) - basic skills × New innovative curricula/educational methods/development of training courses

- Key Competences (incl. mathematics and literacy) - basic skills
- New innovative curricula/educational methods/development of training courses

In case the selected topics are different from the ones in the application, please explain why.

Not new topics were put on the agenda, results of IO1 motivated a chance in emphasis within the topics foreseen, however the case. IO1 concluded that motivation to welcome employment in tourism as a chance for self-development and for using one's own entrepreneurial talents must be increased. This aspect was emphasized more vs the original intention while developing the material. A balanced approach vs developing all of 8 key competences for lifelong learning including those of entrepreneurial mind set and proactive attitude was taken also in developing material for low qualified employees.

#### 4. Project Management

Which activities and indicators of achievement (quantitative and qualitative) did you put in place in order to assess whether and to what extent did the project reach its objectives and results? How did you measure the level of success?

In order to assess whether and to what extent the project did reach its objectives and results, the following activities were developed during the implementation of the project. The detailed Gantt chart of the project was discussed in the first meeting of the partners and during the implementation was constantly updated and discussed with partners (in the following partners meetings and also in online meetings).

The methodology used to elaborate the IO's allowed the constant monitoring of the stage of elaboration. The steps used were: the structure prepared by the leading organisation was discussed and agreed with all the partners; each partner elaborated a chapter or more depending on the specific experience; the leader of the activity gathered all the materials and structured the draft of the material and asked for feedback from all the partners; after enclosing all the changes and suggestions for improvements, the leader of the activity presented the final version to all the partners. Due to the fact that the IO's were presented in 4 multiplier events, useful feedback from the participants also helped to improve the materials. The indicator for 5 IO's elaborated was achieved. Even though IO6 – „Evaluation and End User Feedback“ was not financed, the partner ISOB elaborated 5 evaluation reports on the implementation of the project using questionnaires addressed to the partner's organisations involved in the project and questionnaires addressed to the consultants participating in both training activities.

Regarding the training activity the indicator was the number of trainees and overall quality of training assessed as at least "good" by 75% of participants. For consultants the number of trainees =20 was achieved, for managers the approved number of trainees was 50 but due to objective events appeared during the implementation of the project, the number of trained managers was 40. The activities to organise the training involved all the partners as sending organisations or receiving organisations. Communication between the partners using e-mails, skype meetings, phone discussions assured the constant monitoring of the stage of the training. Also feedback from the participants was requested in order to measure the level of success.

The quality of training was rated at least „good“ by 100% of participants.

Regarding the organisation of the multiplier events, AEVC was the leading organisation and they prepared a marketing plan for developing the events. In order to organise the events, information was sent to the potential participants by e-mail, through invitations, by phone and in direct discussions, in order to disseminate the information to a larger group of persons. The materials were prepared to be handed to the participants and the feedback of the participants was asked. After the event each organisation prepared a report in order to inform all the partners about the feedback received from participants and if there was the case, to include materials to improve the IO. The indicator of achievement for this activity was the number of events organised (16 events including the final conference), the number of participants (275 participants estimated- 300 participant achieved) and 75% of participants find information provided at least "useful", 50% of participants say at least "Can use concepts presented in my work to some degree" - indicators that were achieved.

During the implementation of the project the potential risks were constantly discussed with the representatives of the partners and with the National Agency and measures were taken in order to avoid or to reduce the impact.

The level of success was measured through the indicators achieved during the implementation of the project.

How were the quality, effectiveness and efficiency of the project monitored and evaluated (include budget control and time management)? Please mention the involved staff profiles and frequency of such activities.

The quality of the project was measured by ISOB through surveys sent to the partner's organisations and by elaborating 5 reports with conclusions and recommendations. The partners had to express their opinion regarding different aspects such as: the atmosphere in the partner meetings, the efficiency of the meetings, the atmosphere in electronic communication, the productivity of the electronic communication, the punctuality of tasks, the technical quality of the work, usefulness for the target group, innovativeness of products, general quality of project management and to detail the main achievements of the partnership, what have to be improved, what are the potential risks and lessons learned. The recommendation formulated by the partner ISOB helped the implementation team to achieve the indicators and to implement with success the project.

The efficiency of the project was constantly monitored by the representatives of the partner's organisations and the online meetings (at least 2 each month) helped to identify the possible risks and to take the measures to decrease the impact or to avoid the risk. The agreement signed with the partners stipulated the budget for each organisation. The payments for the partners were done as agreed in order to ensure the budget control. All the information regarding the budget approved, the eligible costs and the documents to prove the development of the activities were provided from the beginning to all the partners. Each partner elaborated Timesheets for the staff involved in the project and send them (first by e-mail and then by post) to FPIMM. All this timesheets were verified by the Manager and Financial Manager and compared with the provisions in the budget. Discussions with the responsible of the partners (by e-mail or by skype) were done in order to clarify different aspects in order to ensure the budget control.

Regarding the time management the updated Gantt of the project and work plans with deadlines agreed with partners were the main instruments used for ensuring the achievement of the activities and the results of the project.

During the partners meetings and online meetings work plans for the following weeks and months were discussed and agreed in order to achieve the results. All these measures allowed the possibility to avoid the risk by asking for an extension with 3 month of the project (the project was planned to be implemented in 36 months but it was approved for only 24 month).

In order to ensure the cost effectiveness, the disbursement of funds was based on the rate of achievement of proposed results and outcomes. Financial management was carried on according to the European and the Romanian legislation with transparency of the accounting operation in order to use efficiently the project budget.

Each partner monitored continuously the budgetary frames. There were used unitary formats for financial reporting by each partner, in order to have an efficient reporting system. Accounting records were based on justifying documentation related to each category of cost included in project budget.

The financial situation of the applicant was yearly checked by an authorised censor.

The staff involved in the evaluation of the project were the representatives of the partner's organisations, managers with high experience in supervision of the projects and of the current activity, innovative and results oriented, with experience in management and/ or in financial management. The frequency of the activities was at least weekly because the project was complex and the elaboration of the IO's and the development of all activities requested sometimes daily activities.

If relevant, please describe any difficulties you have encountered in managing the implementation of the project and how you and your partners handled them. What measures were used to handle project risks (e.g. conflict resolution processes, etc.)?

No major difficulties were encountered. One of the challenges encountered in managing the implementation of the project was related to the training of the tourism managers. Initially, when the project was conceived, the training for the managers was presented like a local training, organised by each operational partner in the own country; after the approval of the project, we found out that this training has to be organised abroad for each operational partner. We managed to select the managers, to organise the exchanges but, due to political issues appeared in Turkey, we could not send managers to be trained by our partner Gazi Universitesi. Due to this changes and objective issues (thus a risk could not be imagined before) with all the efforts of the partners organisations, only 40 managers could be sent for training abroad.

## 5. Implementation

this section asks for information about all the stages of the project: implementation of main activities including practical arrangements, participants' profile, impact, dissemination of the results and future plans;

Please describe the activities organised by your project and elaborate on the methodology you applied. Please provide detailed information in particular about the project activities that were supported by the grant for Project Management and Implementation.

The Applicant and partners implemented and managed the following activities:

Elaboration of 5 Intellectual outputs.

Organising and developing 2 types of training activities: C1 for consultants and C2 for managers and/or owners from Tourism industry.

Organising 5 types of multiplier events: E1 in Romania, Turkey, Croatia and Portugal; E2 in in Romania, Turkey, Croatia and Portugal; E3 in in Romania, Croatia and Portugal; E4 in in Romania, Turkey, Croatia and Portugal and E5- Final conference in Portugal

Organising and developing 5 partners meetings

Dissemination of the project

Activity with managers from tourism in order to begin the process of developing a learning system of the key competences with the employees, to improve the soft skill at workplace.

The activities covered by the Project Management and Implementation:

Signing cooperation agreements during the first meeting in Brasov. The updated GANTT of the project was handed to the partners, the budget for each partner and all the information

regarding the reporting procedures, the financial management procedures and the communication procedures.

Reporting to applicant and to National Agency- the partners elaborated 5 reports during the implementation period and the applicant elaborated the intermediary report and the final report for National Agency.

Organisation of partner meetings- the 5 meetings were organised by the partners; for these meetings an agenda of the meeting was agreed with all the partners, different logistic activities were done in order to insure the development of the meeting in very good conditions, minutes were elaborated and signed by all participants and handed to the organisations.

Elaborating the reports of the multiplier events

Organisation of smaller multiplier events- the partners organised short meetings with different groups of persons that could be interested in participating or benefit from the results of the project.

Organisation of Teaching Activities- the sending organisations organised the logistic for a quality mobility of the participants (consultants and/or managers); the receiving organisations prepared the materials, organised the theoretical activity and the practical modules for the trainees in order to provide a high quality training.

Organisation and implementation of continuing dissemination – the dissemination plan was elaborated, the website of the project was structured and the materials for the website were prepared, updates of the materials were elaborated during the implementation, news and photos from different activities were uploaded; the Facebook page of the project was set up and different information, photos and articles were uploaded on the page; the Twitter page of the project was created and disseminated; small scale publications as leaflets were written and printed, articles for the local newspapers were written, the project was presented at different conferences and meetings of partner's own network.

Organisation and participation in continuing partner communication, as on-line conferences using Skype- at least 2 were organised monthly in order to discuss and to inform all the partners on different issues related to the activities of the project, work plan, deadline, to find solutions to different problems encountered during implementation, to learn from the other partners how to solve different problems etc., e-mail, telephone, using organisation's own resources.

Financial management of the project.

Updating the time table of the project, monitoring the indicator achievement situation.

Activity with managers from tourism- meetings with the managers in order to clarify different aspects related to their role as coaches, discussions related to methods used for developing the key competences of the employees, etc. It is an activity that continues after the finalisation of the project; the communication with the managers and the assistance provided by the consultants will continue.

Evaluation of the quality of the partnership and of the management: the partner ISOB elaborated the questionnaire and conducted 5 surveys and prepared reports with recommendations to improve the quality of the project. ISOB gave continuing feedback on the state of the project vs general intention as well as the achievement of indicators and necessary improvements throughout the project, particularly during partner's transnational meetings and online meetings.

How did the project partners contribute to the project? Please detail specific competences brought in by the partner organisations.

ISOB Germany- was the leading organisation for IO 1, prepared the methodology for this IO, analysed the data collected by the partners, elaborated the report with the conclusions that were the basis for the elaboration of the other IO's and recommended the appreciative inquiry as the basic method in working with managers and employees at workplace. ISOB contributed with quality materials in each IO according to the agreed responsibilities for chapters allocated in each IO, taking into consideration its specific experience, provided constructive feedback for all the materials. It also participated with 2 consultants in the first session of C1 in Brasov, organised and developed the second session for consultants in Regensburg and contributed to the dissemination of the project. ISOB developed evaluation instruments and conducted the evaluation of the cooperation and communication within the partnership of the project. ISOB also shared best practices and methods from prior projects focused on development of key competences for lifelong learning through workplace learning and on consultants profile to support this learning. The specific competences brought are the commitment, the analysing and evaluating competences, the clear vision, problem solving, facilitating workplace learning, and expertise in quality assurance in vocational training.

Gazi Universitesi Turkey- was the leading organisation for IO2, prepared the structure for IO2, contributed with materials in the handbook, gathered all the materials from the partners and introduced the proposals for improvement and presented the final version; contributed to all the IO's according to the allocated chapters with materials, gave feedback to the partners. Participated with 3 consultants in C1 and as sending organisation with 8 managers in C2, organised E1, E2, and E4, organised M2, contributed to the dissemination of the project and began the activity with managers from which will benefit 150 employees included in the key competences development programme. The specific competences brought are the academic approach, training the adult's competences and expertise adult training in tourism management and service mentality.

AEVC Portugal- was the leading organisation for the dissemination, prepared the dissemination plan, proposed the logo of the project, prepared the plan for developing the multiplier events, organised M5 and E5- final conference, organised multiplier events E1-E4, participated with materials in all IO's according to chapters allocated, was involved in C1 with 4 consultants and in C2 as sending organisation with 6 managers and receiving organisation for 10 managers; began the activity with managers from which will benefit 51 employees included in the key competences development programme. The specific competences brought are related to communication inside the business community, training competences and facilitator for business information.

Supera Croatia- was the leading organisation for IO5, proposed the structure for IO5, received the draft from all the partners and harmonised the chapters and provided the final version, contributed with materials in all IO's according to the allocated chapters, organised M4, participated in C1 with 4 consultants, participated in C2 with 8 managers as sending organisation and as receiving organisation for 8 managers; organised multiplier events E1-E4; began the activity with managers from which will benefit 140 employees included in the key competences development programme. The competences are related to communication, training competences in adult learning and capacity building, expertise in business advisory services, operational leadership, HRM and training needs assessment.

FEPPV Portugal- was the leading organisation for IO4, proposed the structure for IO4, receive the draft from the partners and harmonise the chapters, provided the final version, contributed with materials to all the IO's according to the allocated chapters, participated in C1 with 2 consultants and in C2 as sending organisation with 6 managers and as receiving organisation for 2 managers; began the activity with managers from which will benefit 72 employees included in the key competences development programme, contributed to the dissemination of the project. The competences brought are the training/ teaching competences, expertise in adults training in hospitality and catering services, hotel and restaurant management.

FPIMM Brasov- developed the activities as applicant as described in PMI chapter; was the leading organis. for IO3, participated in C1 with 5 consultants and in C2 with 12 managers as sending organis. and as receiving organis. for 20 managers, organised multiplier events E1-E4, began the activity with managers from which will benefit 181 employees included in the key competences development programme, contributed to the dissemination of the project. The expertise is related to assistance for managers.

What is your qualitative appreciation about the cooperation and communication between the partners and with other relevant stakeholders during the implementation of this project? What are the positive and negative elements of this cooperation process? What are the elements you would improve if you were to carry out a similar project in the future?

The cooperation and communication between partners further improved during the implementation of the project starting from an already positive level. As the quality reports elaborated by ISOB during the implementation of the project reveals, during the development of the project the communication and cooperation became very good, "the partners concluded that their common work operates in a very constructive way. After several virtual meetings and five face-to-face meetings they know each other better which leads to more trust and commitment. As well as this, there is the fact that the achievements were clearly defined: compliance with the established deadlines, contacting members of the target group, fast efficient communication, clarity and development according to the project timeline. The partners know the abilities of their project colleagues and respect them, meaning they can work in an efficient and focused way." (ISOB Fifth partner survey)

During the last face-to-face meeting the partners discussed about possible new projects in order to use the results of TouriSME project and to develop complementary projects based on the ideas gathered during the implementation. Also the partners signed agreements regarding the sustainability and continue dissemination of the results of the project.

Regarding the relevant stakeholders, the communication was constructive, the appreciation and the feedback received during the multiplier events and after different meetings show that the project was very well received and considered useful for developing the key competences of the employees, not only in tourism industry, but also can be developed in other service industries. Also, due to the fact that this project was based on the needs analyse of the small hotels and restaurants, managers from bigger companies expressed their interest in participating on this kind of projects, to receive materials adequate to their needs of development of the employees. As the fifth quality survey of the partnership shows, the response of the stakeholders is very encouraging for the partners (25% very good and 75% good).

The positive aspects of this partnership are related to the trust between partners, the recognition of the specific competences, the mutual respect between the partners and the commitment of the partners in developing the activities of the project and achieving the objectives proposed.

The aspects that could be improved in future projects are related to a better information and preparation of the projects, more intense communication between partners before applying for finance, a "more intense communication in the form of virtual monthly conferences attended by all partners but also a need for a common platform for sharing documents."

Another aspect that can contribute to better projects is the continue to inform the partners about the activities of the organisations and the projects that are prepared in order to receive constructive feedback, based on the experience and high professional level and exchange of good practice. Planning realistic deadlines for transnational activities, taking into consideration specific factors related to each country and preliminary activities related to risk management in order to anticipate the risks and to take measures to diminish the impact are other aspects that

could be improved. In spite of the quite comprehensive work of all partners funded from their own resources, a more elaborate quality assurance system and integration of user feedback vs the scope that can be supported through the general implementation budget could be further improve the quality of cooperation and anticipation of potential risks.

What target groups were addressed in your activities plan?

The target groups that were addressed in the project activities plan were:  
Consultants from training and consultancy providers working with SME in the Tourism sector. The needs for this target group were the adaptation to the real and defined learning needs of tourism SME and their employees. The consultants had to acquire interactive and reflective ways of consultancy, using systemic approaches to encourage and enable common learning in contrast to implementing top-down approaches. Their learning aim was to change from provision of expert knowledge toward being interactive facilitators of learning, creators of learning pathways and process oriented supports of the clients own learning process. 20 consultants participated in C1 activity - training and they acquired knowledge and competences in being facilitators of learning in Managers Coaching skills development. Also 68 consultants participated in the multiplier event E1 and received materials and information about the project and the handbook for consultants (IO 2), discussing about the structure of the handbook, the methods used and the general process of facilitating the learning in tourism companies.

SME managers of the tourism sector in the involved countries (Romania, Turkey, Croatia and Portugal). The current understanding of the tourism managers is defined by mostly short term business considerations. However they had to re-develop the traditional role of the senior expert as the guide and mentor of his more junior co-workers, as present in the crafts traditions and their apprenticeship schemes. Tourism managers had to re-learn the art of guiding the individual learning and personality development of their employees both in the key competencies and in the technical skills. They have to re-learn not to delegate the learning to external institutions of initial or further training, but to use the learning opportunity which is the most easily accessible: the work place and work process itself. Rediscovering this role will strengthen many of the key competencies of the managers themselves. Reflecting the learning needs, explaining, communicating, instructing with their employees will inspire them to grow on a personal and professional level. They will also acquire better competences in cooperation through their work with the consultants that have the role of facilitating the learning. 40 managers were participants in the training activity C2 and developed the skills as coaches/ mentors for contributing to the development of the key competences of their employees and were involved in a testing phase with their workers for self-responsible learning at the workplace, with the support of the facilitators. Also 65 managers participated in the multiplier event E2 and received materials and information about the project and the handbook for managers.

Final beneficiaries – employees of SME in Tourism with less qualification, who need key competences skills development: the staff of the SMEs involved in project profited and will profit from new learning and development opportunities, a more competency based work organization and more job security through higher productivity. This is true for the better chance to maintain the present employment, but also (in the sense of flexicurity) of better chances in the labour market through higher qualification but also a more active and competent general habitus. 594 persons from this target group are involved in the testing phase activity with support of the managers as coaches. Also 47 participants to the multiplier event E3 received materials and information about the project and the training material for developing the key competences.

The customers of the SME's involved in the project and those of other SME's that will implement the self-responsible learning concept will receive qualitative services and problems occurred during receiving the services will be the base for resumption of the learning process.

### 5.1. Involvement of Participants With Fewer Opportunities

Did your project involve participants facing situations that make their involvement in the project activities more difficult?  
No

### 5.2. Transnational Project Meetings

Please describe the Transnational Project Meetings organised within your project. What was the purpose and frequency of the transnational project meetings and who participated? Please elaborate how these meetings served the purpose of project coordination and implementation and in case there is a difference between what was planned and what was implemented, please explain why.

During the project were organised and developed 5 transnational project meetings:  
M1- kik off meeting took place in Brasov, in the period 20.01.-21.01.2015 and had the purpose to meet face-to-face and know the representatives of the partners, to discuss and agree the detailed action plan, to discuss and agree the procedures of the project and to clarify aspects of the project and to present the desk research done by each partner as part of the IO1 and to plan the activities for the following months. To the meeting participated representatives of the partner's organisations (2 from ISOB, 2 from Gazi Universitesi, 2 from AEVC, 2 from Supera, 2 from FEPPV and 4 from FPIMM, in total 14 persons). Due to objective reasons (prior engagements of the representatives of the partners, holiday period, contracting procedures, budgetary issues) this meeting could not take place in December 2014, so it was scheduled for January 2015.  
M2- took place in Ankara, in the period 10.06-11.06.2015 and had the purpose to discuss in detail the IO1 report and to agree on the structure of the IO2 (handbook for consultants), to agree on the chapters to be elaborated by each partner, to discuss different aspects regarding the implementation of the project, to agree on the work plan for the following months. During this meeting the partners agreed that it was necessary the extension with 3 month of the project. To the meeting participated representatives of the partner's organisations (2 from ISOB, 2 from Supera, 2 from AEVC, 2 from FEPPV, 4 from FPIMM and 4 from Gazi Universitesi, 16 persons in total).  
M3 – took place in Brasov, in the period 15.10-16.10.2015 and had the purpose to discuss in detail IO2 and IO3, the training curriculum for C1, different aspects related to the project implementation (online communication, reporting, timesheets, multiplier event planning etc.), to clarify aspects regarding the intermediary report submitted to NA and to agree the working plan for the following period. To the meeting participated 13 persons from the partners (2 from ISOB, 2 from AEVC, 2 from FEPPV, 2 from Gazi Universitesi, from Supera only 1 person participated due to objective reasons, 4 from FPIMM).  
M4- took place in Zagreb, in the period 13.04-14.04.2016 and had the purpose to discuss in detail aspects related to the implementation of the projects (C1 second session, planning C2 sessions with managers, discussions regarding the C2 training curriculum, feedback from the participants to the multiplier events, modifications in the IO's elaborated, the approach and the structure of IO 4, the period for the final conference, the recommendation of the NA after the monitoring visit etc.) and the work plan for the following months. To the meeting participated 15 persons (2 from ISOB, 2 from Gazi Universitesi, 2 from AEVC, 2 from FEPPV, 4 from FPIMM and 3 from Supera).  
M5- took place in Viana do Castelo in the period 09.11-10.11.2016 and had the purpose to discuss in detail the results of the project, the indicators achieved, different aspects of the implementation of the project, the sustainability of the project, to plan the future projects for the partnership, to discuss about the learned lessons and to agree the working plan for the following weeks. To the meeting participated 16 persons (2 from ISOB, 3 from Gazi Universitesi, 2 from Supera, 2 from FEPPV, 4 from FPIMM and 3 from AEVC).

All the transnational project meetings were developed in crucial moments of the project and due to these meetings the partners could discuss and clarify aspects for the good implementation of the project and the development of the planned activities. Due to face-to-face meetings the trust of commitment between partners could be strengthened and the open discussions with all the partners and answers to the questions helped to build a relationship among the partners based on respect and transparency. During these meetings the exchange of experience among the partners regarding the management of the project increased the level of professionalism. The prior experience of the partners in implementing European projects helped the implementation team to avoid risks, to take the proper measures in order to achieve in time the objectives of the project in spite of this project being the first cooperation among these partners. No major difficulties were experienced and the meetings were appreciated by all partners as taking place in good atmosphere and with a high level of productivity, according to the 5 project process quality surveys implemented by the partner ISOB.

### 5.3. Intellectual Outputs

Please describe the Intellectual Outputs produced by your project. Please provide detailed information in particular about the nature of the outputs, the significant contribution in terms of impact and transferability (e.g. new curricula, pedagogical materials, IT Tools, analysis and studies, etc.) and in case there is a difference between what was planned and what was implemented, please explain why.

All partners contributed with materials, information and elaborated different chapters of the IO's.  
IO1- Requirement Analysis Synthesis Report- leader ISOB, elaborated the overall methodology. The partners conducted a desk research- the first draft presented in M1, sent the quest. and received them, organised the focus groups and elaborated a report. All the information was sent to ISOB which organised the material, analysed it and elaborated the report. The IO was presented in M2 and the result were integrated in the planning of the structure of all IO's. The results of IO1 demonstrated the value of a in depth empirical analysis of the state of art and the user group needs. The empirical research supported through IO1 yielded a substantial added value beyond the initial user needs research through networking discussions and literature review. The IO1 study used as a starting point and elaborated to a very high degree brings new and original insights on the state of art of learning in tourism business in all partner countries. For the first time insights from the national literature were made available to an international audience and the survey of SME owners/managers contributed original and in high quality and high quantity. These data demonstrated the actual priorities of learning needs as perceived by the users. Also the original hypothesis of the project were modified through new insights about typical career patterns and motivational factors of employees in tourism. The key competence of entrepreneurial mind set and pro-active attitude as well as communication in the mother language became more prominent in the materials developed as a consequence. The conclusions of the IO represented the starting point for the following IO's. Also the resume of IO was presented in E1-E5 and in C1 and C2.  
IO2- Handbook for Consultants- leader Gazi Universitesi, elaborated the structure, discussed in detail with ISOB regarding the process in 6 steps proposed as methodology for the consultants working with managers, discussed with partners the chapters to be elaborated according to specific expertise of each partner, received the materials, organised them and prepared the draft, sent it to all, received feedback and modified the IO, proposed the training curric. for C1, integrated the observations of the consultants and elaborated the final version. The IO was discussed in M3- and in detail with the 20 consultants from C1; also it was presented to the participants in E1 (68) and the suggestions received were integrated in the handbook. Also the aim and the structure of the handbook was presented in E5.  
IO3- Handbook for Managers - leader FPIMM, proposed the structure of IO, discussed with partners the allocation of the chapters, received the materials, used the same methodology as before, discussed the IO in M3, included the suggestions and presented the version of IO; based on IO, FPIMM proposed the training curric. for C2; the IO was discussed during C2 with 40 managers and also with 65 people in E2. Also the aim and the structure of the IO was presented in E5.  
IO4- training material for employees - leader FEPPV, proposed the structure of the IO, discussed with partners the allocation of the chapters, elaborated the chapters chosen, received the materials, organised them and sent the draft to all, received the feedback and included in the IO, discussed the IO in M4, included the suggestions and presented the IO. Also the aim, the benefits and the structure of the IO was presented in E5.  
IO5- Curriculum for a Blended Learning Course- leader Supera, proposed the structure of the IO, used the same methodology as before; the IO was presented in E4 (68) and also the aim and benefits of this IO were presented in E5.

The IO's from the project have the nature proposed, were elaborated with the commitment of all partners and have a European dimension through the experience of all the partners involved. The difference for the app. form is the estimated number of pages; due to the fact that the partners considered that some materials are very important for the target groups, all IO's have substantially more pages than originally estimated, adding value to the approved work programme and budget supported through partners own funds. The IO2-IO5 have a high level of transferability to other domains in which the customer satisfaction is very important. Some exercises have to be adapted but the process and the workplace method. of developing the key competences could be used in order to develop a learning system in the companies. Stakeholder reactions encourage the partners to continue the cooperation and develop additional materials for more sectors. One of the priorities identified is a better training of English in Tourism in some of the countries, while in the introduction of workplace learning methodologies in all sectors of the economy is felt to be a priority for all of the partner countries.

|                                    |   |
|------------------------------------|---|
| <b>Output Identification</b>       | O1  |
| <b>Output title</b>                | Requirement Analysis Report   |
| <b>Output Type</b>                 | Study/analysis  |
| <b>Output Description</b>          | A synthesis report with the state of the art per country and the necessary recommendations about : learning methods to improve the basic skills of managers and of workers based on self-responsible approaches.  |
| <b>Start Date (dd-mm-yyyy)</b>     | 01/12/2014  |
| <b>End Date (dd-mm-yyyy)</b>       | 31/05/2015  |
| <b>Available Languages</b>         | English, Romanian, Portuguese   |
| <b>Leading Organisation</b>        | ISOB INSTITUT FUR SOZIALWISSENSCHAFTLICHE BERATUNG GMBH   |
| <b>Participating Organisations</b> | Fundatia pentru Promovarea Intreprinderilor Mici si Mijlocii Brasov, Supera poslovno upravljanje d.o.o., Fundação de Ensino Profissional da Praia da Vitória, GAZI UNIVERSITESI, Associação Empresarial de Viana do Castelo                                       |
| <b>Output Identification</b>       | O2  |
| <b>Output title</b>                | Training Handbook for Consultants: Facilitating Self Learning of Key Competences in Tourism SME   |
| <b>Output Type</b>                 | Learning/teaching/training material   |
| <b>Output Description</b>          | A Self-Learning Package (about 100 p.) for the consultants/coaches of Tourism SME to support their learning about the concepts of facilitation, Self-Learning methodologies, Key Competences and needs of Tourism SME.  |
| <b>Start Date (dd-mm-yyyy)</b>     | 01/05/2015  |
| <b>End Date (dd-mm-yyyy)</b>       | 31/10/2015  |
| <b>Available Languages</b>         | English, Romanian, English  |
| <b>Leading Organisation</b>        | GAZI UNIVERSITESI   |
| <b>Participating Organisations</b> | Fundatia pentru Promovarea Intreprinderilor Mici si Mijlocii Brasov, Supera poslovno upravljanje d.o.o., Fundação de Ensino Profissional da Praia da Vitória, Associação Empresarial de Viana do Castelo, ISOB INSTITUT FUR SOZIALWISSENSCHAFTLICHE BERATUNG GMBH |
| <b>Output Identification</b>       | O3  |
| <b>Output title</b>                | Training Handbook for Tourism SME Managers: Coach your Staff – Building your Employees Key Competencies by Stimulating Self-Learning  |
| <b>Output Type</b>                 | Learning/teaching/training material   |
| <b>Output Description</b>          | A concise guideline (about 40 p.) for Tourism SME managers as a reference for their work with their employees.  |
| <b>Start Date (dd-mm-yyyy)</b>     | 01/09/2015  |
| <b>End Date (dd-mm-yyyy)</b>       | 30/11/2016  |
| <b>Available Languages</b>         | English, Romanian, English  |
| <b>Leading Organisation</b>        | Fundatia pentru Promovarea Intreprinderilor Mici si Mijlocii Brasov   |
| <b>Participating Organisations</b> | Supera poslovno upravljanje d.o.o., Fundação de Ensino Profissional da Praia da Vitória, GAZI UNIVERSITESI, Associação Empresarial de Viana do Castelo, ISOB INSTITUT FUR SOZIALWISSENSCHAFTLICHE BERATUNG GMBH   |
| <b>Output Identification</b>       | O4  |
| <b>Output title</b>                | Training Material for low skilled employees to build key competences using workplace learning in Tourism SME  |
| <b>Output Type</b>                 | Learning/teaching/training material   |
| <b>Output Description</b>          | A set of concise small units to support building key competences through workplace learning for low skilled Tourism SME employees.  |
| <b>Start Date (dd-mm-yyyy)</b>     | 01/11/2015  |
| <b>End Date (dd-mm-yyyy)</b>       | 30/11/2016  |
| <b>Available Languages</b>         | English, Romanian, English  |
| <b>Leading Organisation</b>        | Fundação de Ensino Profissional da Praia da Vitória   |
| <b>Participating Organisations</b> | Associação Empresarial de Viana do Castelo, ISOB INSTITUT FUR SOZIALWISSENSCHAFTLICHE BERATUNG GMBH, Fundatia pentru Promovarea Intreprinderilor Mici si Mijlocii Brasov, Supera poslovno upravljanje d.o.o., GAZI UNIVERSITESI                                   |
| <b>Output Identification</b>       | O5  |

|                                    |  |
|------------------------------------|--|
| <b>Output title</b>                | Curriculum for a Blended Learning Course "Self-Learning in Tourism SME" for Coaches and Trainers   |
| <b>Output Type</b>                 | Course/curriculum  |
| <b>Output Description</b>          | A course curriculum for a 5 day course to introduce to the application of the products handbook for coaches, guideline for managers and material for employees in order to qualify future coaches of the concept of self-learning, to apply the concept competently. |
| <b>Start Date (dd-mm-yyyy)</b>     | 01/03/2016   |
| <b>End Date (dd-mm-yyyy)</b>       | 30/11/2016   |
| <b>Available Languages</b>         | English, English, English  |
| <b>Leading Organisation</b>        | Supera poslovno upravljanje d.o.o.   |
| <b>Participating Organisations</b> | Fundatia pentru Promovarea Intreprinderilor Mici si Mijlocii Brasov, Fundação de Ensino Profissional da Praia da Vitória, GAZI UNIVERSITESI, Associação Empresarial de Viana do Castelo, ISOB INSTITUT FÜR SOZIALWISSENSCHAFTLICHE BERATUNG GMBH                     |
| <b>Output Identification</b>       | O6   |
| <b>Output title</b>                | Utilisation Focussed Evaluation and User-Feedback Report   |
| <b>Output Type</b>                 | Study/analysis   |
| <b>Output Description</b>          | Analyse data and write feedback papers (about 15 p.) for the use of partners and Advisory Boards as needed in order to guide further development of process and products. Please provide a description   |
| <b>Start Date (dd-mm-yyyy)</b>     | 01/09/2014   |
| <b>End Date (dd-mm-yyyy)</b>       | 30/11/2016   |
| <b>Available Languages</b>         | English  |
| <b>Leading Organisation</b>        | ISOB INSTITUT FÜR SOZIALWISSENSCHAFTLICHE BERATUNG GMBH  |
| <b>Participating Organisations</b> |  |

#### 5.4. Multiplier Events

Please describe the multiplier events carried out in your project in support of the produced intellectual outputs and in case there is a difference between what was planned and what was implemented, please explain why.

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| For the development of the multiplier event, AEVC Portugal prepared a plan for the events, a feedback questionnaire and a template for presenting the feedback from the participants. During the implementation of the project 5 multiplier events were proposed to take place as follows:<br>E1- "TourSMEComp- feedback for consultants"- The objective of the event was to present the project results and to discuss about the training materials for consultants (O2) and to ask for feedback from the participants.<br>The event was organized by 4 partners at local level, in total were estimated to participate directly to the event 60 persons involved in Tourism sector: managers, owners, consultants, teachers, academics, mass-media etc. and the number of participants was 68. FPIMM Brasov wrote an article in the electronic local newspaper about this event and was read by more than 900 people.<br>E2- "TourSME Comp- managers choices" - The objective was to receive feedback from target groups, stakeholders and other regarding the benefits of using the coaching skills in developing the workers competences.<br>4 partner organizations developed local event with 60 estimated direct participants (local authorities, business associations, mass-media, unions, managers, teachers, academics, etc.). The number of the participants was 65. FPIMM Brasov wrote an article in the electronic local newspaper about this event and was read by more than 1000 people.<br>E3- "TourSME Comp- qualitative competences for workers"- The objective of the multiplying event was to receive feedback from participants (persons from target groups, stakeholders and other) regarding the benefits of using the self-learning methods in developing the workers competences and the benefits of this training method versus classical training. 3 partner organizations were carrying local event with 45 estimated direct participants (business associations, mass-media, unions, managers, workers, teachers etc.). The number of the participants was 47.<br>E4- "TourSME Comp- Mean to improve competitiveness and employability"- The objective of this multiplier event was to promote the curriculum for blended learning course. The event will emphasize the benefits of such training course. 4 partner organizations were carrying local event with 60 direct participants estimated; the total number of participants was 68.<br>E5- "TourSME Comp- Final Conference"- The final conference was set up to present to the interested public the results of the project and to share the experience of the partners, representatives from the target groups (consultants, managers), stakeholders. It was estimated to have 25 foreign participant and 25 local; due to misunderstanding of the "foreign participants" concept and due to the fact that the representatives of the partners were not considered foreigner, the total number of participants was 52 locals. The final conference took place in Viana do Castelo.<br>The participants received materials and they were encouraged to express their opinions regarding the results and the benefits of the applied methods for self-learning. Part of the managers involved in C2 activity (AEVC sending organisation) presented their experience in this project, expressed the learned lessons from the activities they were involved in and presented the benefits (from their point of view) of being part in such a project and implemented the learning system proposed by the project.<br>In total, the number of participants to all the multiplier events was 300. |
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| <b>Event Identification</b>  | E1   |
| <b>Event Title</b>   | TourSMEComp- feedback for consultants  |
| <b>Event Description</b>   | The objective of the event is to present the project results and to discuss about the training materials for consultants (O2) and to ask for feedback from the participants. The event is organized by 4 partners at local/ regional level, in total are estimated to participate directly to the event 60 persons involved in Tourism sector: managers, owners, consultants, teachers, academics, mass-media etc. For the event each partner organization will prepare a short material in national language to be handed, and will lead the discussions. In the first part of the event a presentation of the project will be carried on, using all the mandatory elements from the Identity Visibility Manual. The session will be carried on in 1 day. The main ideas from the speakers will be written down and a survey will measure the satisfaction of the participants regarding the subject. |
| <b>Country of Venue</b>  | Turkey   |
| <b>Start Date (dd-mm-yyyy)</b>   | 01/12/2015   |
| <b>End Date (dd-mm-yyyy)</b>   | 31/01/2016   |
| <b>Intellectual Outputs Covered (using Output Identification number)</b> | O2   |
| <b>Leading Organisation</b>  | Associação Empresarial de Viana do Castelo   |
| <b>Participating Organisations</b>                                       | Fundatia pentru Promovarea Intreprinderilor Mici si Mijlocii Brasov, Supera poslovno upravljanje d.o.o., GAZI UNIVERSITESI   |

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| <b>Event Identification</b>  | E2   |
| <b>Event Title</b>   | TouriSME Comp- managers choises  |
| <b>Event Description</b>   | The objective is to receive feedback from target groups, stakeholders and other regarding the benefits of using the coaching skills in developing the workers competences. 4 partner organizations are carrying local/ regional event with 60 estimated direct participants (local authorities, business associations, mass-media, unions, managers, teachers, academics, etc.)  |
| <b>Country of Venue</b>  | Romania  |
| <b>Start Date (dd-mm-yyyy)</b>   | 01/05/2016   |
| <b>End Date (dd-mm-yyyy)</b>   | 31/07/2016   |
| <b>Intellectual Outputs Covered (using Output Identification number)</b> | O3   |
| <b>Leading Organisation</b>  | Associação Empresarial de Viana do Castelo   |
| <b>Participating Organisations</b>                                       | Fundatia pentru Promovarea Intreprinderilor Mici si Mijlocii Brasov, Supera poslovnno upravljanje d.o.o., GAZI UNIVERSITESI  |
| <b>Event Identification</b>  | E3   |
| <b>Event Title</b>   | TouriSME Comp- qualitative competences for workers   |
| <b>Event Description</b>   | The objective of the multiplying event is to receive feedback from participants (persons from target groups, stakeholders and other) regarding the benefits of using the self learning methods in developing the workers competences and the benefits of this training method versus classical training. 3 partner organizations are carrying local/ regional event with 45 estimated direct participants ( business associations, mass-media, unions, managers, workers, teachers etc.)   |
| <b>Country of Venue</b>  | Portugal   |
| <b>Start Date (dd-mm-yyyy)</b>   | 01/10/2016   |
| <b>End Date (dd-mm-yyyy)</b>   | 30/11/2016   |
| <b>Intellectual Outputs Covered (using Output Identification number)</b> | O4   |
| <b>Leading Organisation</b>  | Associação Empresarial de Viana do Castelo   |
| <b>Participating Organisations</b>                                       | Fundatia pentru Promovarea Intreprinderilor Mici si Mijlocii Brasov, Supera poslovnno upravljanje d.o.o.   |
| <b>Event Identification</b>  | E4   |
| <b>Event Title</b>   | TouriSME Comp- Mean to improve competitiveness and employability   |
| <b>Event Description</b>   | The objective of this multiplier event is to promote the curriculum for blended learning course. The event will emphasize the benefits of such training course. It is estimated to have 60 direct participants.  |
| <b>Country of Venue</b>  | Croatia  |
| <b>Start Date (dd-mm-yyyy)</b>   | 01/11/2016   |
| <b>End Date (dd-mm-yyyy)</b>   | 30/11/2016   |
| <b>Intellectual Outputs Covered (using Output Identification number)</b> | O5   |
| <b>Leading Organisation</b>  | Associação Empresarial de Viana do Castelo   |
| <b>Participating Organisations</b>                                       | Fundatia pentru Promovarea Intreprinderilor Mici si Mijlocii Brasov, Supera poslovnno upravljanje d.o.o., GAZI UNIVERSITESI  |
| <b>Event Identification</b>  | E5   |
| <b>Event Title</b>   | TouriSME Comp - Final Conference   |
| <b>Event Description</b>   | The final conference is set up to present to the interested public the results of the project and to share the experience of the partners, representatives from the target groups (consultants, managers), stakeholders. It is estimated to participate 50 persons from all the partners and guests. The final conference will take place at Viana do Castelo The participants will receive materials and they will be encouraged to express their opinions regarding the results and the benefits of the applied methods for self learning. |
| <b>Country of Venue</b>  | Portugal   |
| <b>Start Date (dd-mm-yyyy)</b>   | 01/11/2016   |
| <b>End Date (dd-mm-yyyy)</b>   | 11/11/2016   |
| <b>Intellectual Outputs Covered (using Output Identification number)</b> | O5   |
| <b>Leading Organisation</b>  | Associação Empresarial de Viana do Castelo   |

**Participating Organisations**
**5.5. Learning/Teaching/Training Activities**

Please describe the short-term learning, teaching or training activities included in your project and explain how they have contributed to the project's objectives. In case there is a difference between what was planned and what was implemented, please explain why.

Two types of training activities took place during the project:

C1- training activity for consultants in order to become facilitators of the learning system in the tourism companies. The training curriculum for this training was based on IO 2- handbook for consultants. The trainers were representatives from all the partners that contributed directly to the elaboration of the materials included in the handbook, with good skills as trainers and well experienced in training the adults. The training for 5 days had theoretical modules and practical modules in order to apply the learned steps and techniques with local managers and/or representatives of associations/ local authorities. 2 sessions were developed: from 18.10.2015 to 22.10.2015, in Brasov – 12 participants from the partners organisations (in fact during this session participated also 6 consultants from the applicant organisation) and from 09.10.2016 to 13.10.2016 in Regensburg with 8 participants from the partners (trainers were from ISOB, FPIMM and Gazi Universitesi).

The activity was developed in 2 sessions due to the fact that it was misunderstood the notion of "local trainees", but due to the guidance received from the NA the activity was continued with the second session in order to have all 20 participants.

This training activity contributed to the achievement of the objective of the project by developing the skills related to facilitation of workplace learning of 20 consultants that afterwards worked with the managers in order to develop the key competences of the employees.

C2- training activity for managers/ owners in tourism industry in order to become coaches/ mentors for the employees. The training curriculum was based on the handbook for the managers IO3 and was structured for the 5 days in theoretical modules and practical modules. The theoretical part was presented in the classroom and the practical modules were developed at the local companies involved in tourism (in the city or in the neighbourhood where the training course took place). The organisation of the training course and the exchange of trainees were discussed between partners and the following sessions took place for the managers or owners from tourism companies:

02.05.2016- 06.05.2016 in Brasov, sending organisation FEPPV- 6 participants

09.05.2016- 13.05.2016 in Zagreb, sending organisation FPIMM- 8 participants

10.05.2016-14.05.2016 in Praia da Vitoria, sending organisation FPIMM- 2 participants

23.05.2016- 27.05.2016 in Brasov, sending organisation Gazi Universitesi – 8 participants

03.10.2016- 07.10.2016 in Brasov, sending organisation AEVC- 6 participants

10.10.2016- 14.10.2016 in Viana do Castelo, sending organisation Supera- 8 participants

14.11.2016- 18.11.2016 in Viana do Castelo, sending organisation FPIMM- 2 participants

This activity allowed to the managers from tourism the possibility to exchange information with managers from other traditional touristic areas, to learn from the experience in training the employees and to gather information for developing the workplace learning in order to increase the customer satisfaction.

This transfer of know-how contributed to the achievement of the objective of the project by building coaching skills and developing the competences related to adult learning for the managers involved, by helping them to develop the internal learning system by using the internal resources in terms of staff with developed competences, involved in helping the colleagues to develop necessary key competences and soft skills.

|  |  |
|--|--|
| <b>Activity No.</b>  | C1   |
| <b>Activity Type</b>   | Short-term joint staff training events   |
| <b>Activity Description</b>  | Consultant Training session with aim to develop the training skills of the consultants in order to facilitate self learning methods for managers. Materials used: O2, O3; online assistance  |
| <b>No. of Participants</b>   | 20   |
| <b>Participants with Special Needs (out of total number of Participants)</b> | 0  |
| <b>Accompanying Persons (out of total number of Participants)</b>            | 0  |
| <b>Is this a long-term activity?</b>   | No   |
| <b>Funded Duration (days)</b>  | 100  |
| <b>Participating Organisations</b>   | GAZI UNIVERSITETI, Supera poslovno upravljanje d.o.o., Fundatia pentru Promovarea Intreprinderilor Mici si Mijlocii Brasov, Associação Empresarial de Viana do Castelo, Fundação de Ensino Profissional da Praia da Vitória, ISOB INSTITUT FÜR SOZIALWISSENSCHAFTLICHE BERATUNG GMBH |
| <b>Activity No.</b>  | C2   |
| <b>Activity Type</b>   | Blended mobility of VET learners   |
| <b>Activity Description</b>  | Manager Training Sessions to develop coaching skills, using O3, O4, held by trained consultants (C1), 2 sessions each partner.   |
| <b>No. of Participants</b>   | 40   |
| <b>Participants with Special Needs (out of total number of Participants)</b> | 0  |
| <b>Accompanying Persons (out of total number of Participants)</b>            | 0  |
| <b>Is this a long-term activity?</b>   | No   |
| <b>Funded Duration (days)</b>  | 200  |
| <b>Participating Organisations</b>   | Fundatia pentru Promovarea Intreprinderilor Mici si Mijlocii Brasov, Supera poslovno upravljanje d.o.o., Associação Empresarial de Viana do Castelo, GAZI UNIVERSITETI, Fundação de Ensino Profissional da Praia da Vitória  |

**5.5.1. Participants' Profile**

If applicable, please also describe the background and profile of the participants that have been involved in the learning, teaching or training activities and how these participants were selected.

For the consultants involved in C1 the necessary background was related to the experience in assisting and training the SME's managers for at least 1 year.

For the managers involved in C2 the necessary background was related to the experience in the management of the tourism structure (hotel, restaurant, pension, etc.) for at least 1 year. The participants were selected taking into account the experience and the willingness to be involved in training and facilitating learning of key competences in tourism SME's.

The consultants had to have basic knowledge about workplace learning, to be aware of the particularities of small and micro businesses, to be able to communicate with SME's in the language of SME's, appreciate the most simple and inexpensive measures that provide the best cost-effect ratio for the company and to have training abilities.

## 6. Follow-up

### 6.1. Impact

What was the project's impact on the partners and other organisations involved in the project?

The participating organisations were influenced by the activities within the project and its results in multiple ways. All of the organisations strengthened their capacity to be useful and act like consulting organisations for the Tourism and SME sector. They managed to deepen their methodological knowledge and consultancy skills, build upon the latest state of European good practice in the field and widen their European network of peer learning. They managed to increase their innovativeness and be able to identify additional needs and opportunities for development. The participating organisations understood their role as useful actors in the regional and sectorial development. The understanding of the tourism sector was improved in the participating organisation and they became more valuable partners of regional and national policy development and implementation.

The participating organisations developed the managerial competences due to the new experience gained by implementing this project. The participating organisations widened their network, therefore increasing their potential for impact on regional, national and European level.

The partner organisations identified the potential of workplace learning and coaching methodologies. They identified that these methodologies can be expanded to further sectors. Projects and expansion of own training programmes are currently in the planning phase.

All partners were impacted by the insight that state of the art innovation can be only developed by considering the best state of the art in Europe. Also the continuing dialogue with practitioners from the hospitality industry demonstrated the importance of open innovation approaches for the development of new products and approaches.

All partners deepened their experience in the coordination of transnational projects, of working in intercultural diverse teams and also of coping with unexpected change and challenges.

Outside of the participating organisations which were the project's target groups and other relevant stakeholders? What was the project's impact on them and how did the results reach them?

Three target groups were directly addressed by the project: Consultants, Tourism SME Managers and Tourism SME workers. The project activities had relevant impact on all of these groups.

Consultants became more adapted to the real and defined learning needs of tourism SME and their employees. They acquired knowledge about interactive and reflective ways of consultancy, using systemic approaches to empower common learning in contrast to implementing top-down approaches. They are now able to use methodologies of facilitation to be interactive facilitators of learning, creators of learning pathways and process oriented supports of the clients own learning process.

SME managers of the tourism sector adopted a more mid- and long-term staff development strategy, aimed at the key competences of their employees. They acquired the competences of guiding the individual learning and personality development of their employees both in the key competencies and in the technical skills. They learned to use the most productive learning opportunity, the work place and work process. This practice strengthened many of the key competencies of the managers themselves. They also acquired better competences in cooperation through their work with the consultants and their peers in the Community of Practice.

They now can improve the productivity of the businesses, are more innovative and more competitive as a consequence. Also, they can promote in the sector a competition through higher quality instead of lower prices only, enhances the general level and international competitiveness of the industry.

The workers of SME in Tourism who need basic skills development profit from new learning and development opportunities, a more competency based work in the organization and more job security through higher productivity. This give them a better chance to maintain the present employment, but also (in the sense of flexicurity) of better chances in the labour market through higher soft qualification but also a more active and competent general habitus.

Results for workers in tourism include a generally more competent labour force

In addition to the immediate target groups the project had impact on a number of stakeholders:

Social partners will profit from a better skill level in the tourism industry as a whole, which implies a growing market and an improved competitive position. Unions became interested in the project since it fosters new learning opportunities, facilitates the acquisition and recognition of soft skills and key competences. In addition to this the project aims foster a management concept which is not based on hire and fire staff management, but on a resource based approach which regards the employee as the most important asset of the company.

National institutions with responsibilities in skills development in the sector did increase their options for fostering learning throughout the industry as a result of this project. The results of the project relevant to national institutions in the partner countries is the documentation of the strength, weaknesses, opportunities and risks for the tourism industry as described in the national and international literature, the input of stakeholders and a empirical survey of hospitality managers. The empirical material developed, analysed and documented in IO 1 therefore improved the empirical and evidence base for policy making. Also the IO 2-5 are easily accessible and implementable materials appropriate to be used by various institutions. The general philosophy behind the materials can be easily adapted to different user group's needs. Among them are improved insights into the value and benefits of learning in the workplace can yield immediate benefits as a more stable employment, but can also create an attitude in Tourism SME that is more receptive to related initiatives from the side of the institutions active in the adult learning field.

The customers of the SME's involved in the project receive qualitative services and problems occurred during receiving the services are the base for resumption of the learning process.

How has the project contributed to the achievement of the most relevant priorities (as outlined in the description section)? To which extent was the expected impact reached?

The relevant priorities of the project were:

1. Developing partnerships between education and employment- that was attained by involving partners from education (Gazi Universitesi, FEPPV) and from business environment (FPIMM, ISOB, Supera, AIEVC) and developing the partnership through the project by using the complementary expertise in developing the IO's and transnational trainings. The partner's contributions to the development of the partnership was reflected also in the evolution of the atmosphere in the meetings (online and face to face) and in the general appreciation of the management of the project. Through transnational training C2 experience exchanges between 40 managers from tourism and through the networks in which partners organisations are members. Opportunities for developing new partnerships with organisations from the business environment in order to set up new projects to exploit and transfer further the insights gained and materials developed were discussed.
2. Contributing to a reduction in the number of low-skilled adults (re-skilling and up-skilling of adults) by involving the employees in the Tourism sector in developing the key competences in order to increase the quality of the services provided and the customer satisfaction. The managers involved in the project addressed to 864 employees and considered that not only low skilled need to upgrade or develop the key competences, they considered that also the qualified employees need to develop some key competences in order to provide high quality services. From the total of 864 employees, 594 employees are involved in developing the competences, meaning 69%. As the managers and consultants trained will continue the activities also after the duration of the funded project it can be projected that in the next 10 years a number of about 2500 further low skilled employees will be qualified. As the activities are planned to be expanded to other sectors the partners look to involve at least additional 3000 low skilled employees during the next 10 years. It can be expected that the success of the use of the methodologies developed will motivate additional consultancies, agencies and educators to use similar approaches. In particular the training received through Gazi University and Supera, as well as the Tourism School ACEV, which will incorporate the material developed, will impact future educators, training responsible and Tourism and other SME responsables. We expect the impact on low skilled employees to increase over the next 10 years.

What was the impact of the project at the local, regional, European and/or international levels? Please provide qualitative and quantitative indicators.

On a local level the impact of the project activities was represented by the direct improvement of the consultancy offers for Tourism SME, a closer cooperation between all relevant actors from tourism sector, more competent TourismSME with higher productivity and quality based competitiveness and thus a positive contribution to the economic development of the region. For employees, employment stability increases as do the chances for mobility and further learning. This will make a contribution to the reduction of labour market and social problems, mostly among vulnerable groups.

On regional level this local development is aggregated. In the regions where project activities took place and / or the consultants trained are based, we expect the concept to take hold as a common good practice in the years to come. In addition to the organisations involved, the consultants trained and TourismSME managers involved will act as multipliers of the concept, therefore contributing to the dissemination and mainstreaming of key concepts of European Training policy, as key competences, importance of work based learning and an economic development model based on an approach of integration of productivity and opportunities for all. The activities encourage regional networking. This will yield a more coordinated activity of the actors relevant for life long learning in the Tourism Industry in the region.

The number of members of the organisations to which the project results were disseminated is over 4000.

Part of the organisations involved have national impact as training institutions for the sector and/or relevant players in the discussion of national training policies, through institutions like the national institutes for vocational training, sectorial organisations and the social partners. This will help to make the concepts promoted through this project better known and more accepted. This will yield further innovation in the field and a wider dissemination of the intellectual outputs produced, which are available as a OER. As such they can be used for training purposes, as well as reference material by the institutions mentioned.

We expect that the project will, next to its immediate results, insights that are suitable as policy recommendations for the improvement of training policies at regional and national level as well as for the further development of the lifelong learning policies of stakeholder organisations like the social partners and particularly the sectorial social partners.

The desired impact on European level was to develop common European practices of key competence development for workers in the tourism industry. The enhanced competency level of workers, particularly in key competencies like the mastery of foreign languages, ICT skills and the ability to learn and civic competencies, can improve the European mobility of workers, as does the improved documentation of workers competencies.

Outcomes of the project can contribute to the preparation for the adaptation of systems of systematic Europe-wide analysis and validation of professional skills in the tourism sector.

The concept of the 8 key competencies for life-long learning was a new focal point for the exchange and the partners shared their perspectives on how to best encourage and support the development of these competencies. This enhanced the European impact of this key concept.

Particularly tourism, where SME are competing for an international audience, needs international perspective and benchmarking, building on a strong tradition of mobility of staff, which needs to be revived and used. While large companies in Tourism act on an international scale, SME need to enhance this international perspective through Europe-wide cooperation that really

happened during the training of the managers.

## 6.2. Dissemination and Use of Projects' Results

To whom did you disseminate the project results inside and outside your partnership? Please define in particular your targeted audience(s) at local/regional/national/EU level/international and explain your choices.

The results of the project were disseminated to the target groups in three ways and will also be disseminated after the end of the project: Institutional network and regular activities of the partners. All partners are part of impactful regional, national, international and sectorial networks. They presented the project and the results to consultants, managers, academics, employees, teachers, students and other interested persons, during different types of meetings.

Publishing and actively promoting the results through traditional and new media: the website of the project ([www.fpimm.ro](http://www.fpimm.ro)) that will be maintained at least five years after the end of the project, the websites of the partners, the Facebook page of the project (<https://www.facebook.com/TouriSMEComp/>) and the Twitter page ([https://twitter.com/TouriSME\\_Comp](https://twitter.com/TouriSME_Comp)). The presentation of the project was uploaded also on slideshare (<http://www.slideshare.net/FpimmBVOn/tourisme-comp-project-presentation-november20161>). The access to the information was free and not limited to a certain group.

All partners presented and handed the materials elaborated in the project for free use to the participants to the multiplier events organised and developed during the project and will continue to disseminate the material produced in the project, which will remain free for use under a Creative Commons License.

During the implementation period, the project was disseminated also in the local media to all the readers through articles as follows:

FPIMM:

<http://www.brasovultau.ro/articol/stiri/eveniment-destinat-mediului-de-bizness-brasovean.html>  
<http://www.brasovultau.ro/articol/stiri/insulele-azore-si-brasovul-mai-aproape-decat-sar-crede.html>  
<http://www.brasovultau.ro/articol/stiri/de-ce-e-mai-util-sa-faci-un-schimb-de-exerienta-decat-un-curs-si-cum-poti-sa-participi-la-astfel-de-schimburi-cu-costuri-minime.html>  
<http://www.brasovultau.ro/articol/stiri/comentariu-managerii-hotelurilor-din-brasov-nu-isi-dau-seama-inca-cat-de-fericiți-sunt.html>  
<http://www.brasovultau.ro/articol/stiri/proiectul-celor-de-la-fpimm-brasov-a-ajuns-la-final.html>

All this articles were read by 4594 times.

Gazi University published 2 articles:

<http://www.haberturizm.com/News/Kultur/19122016/Gazi-Universitesinden-turizm-sektoru-icin-onemli-proje.php>

<http://rekreatifhaber.com/travel/gazi-universitesinden-erasmus-projesiyle-turizm-sektoru-destek/>

AEVC:

Communication through articles published on the AEVC website generated 7 articles, which were read 2544 times:

<http://www.aevc.pt/tourisme-comp/>  
<http://www.aevc.pt/aevc-recebe-conferencia-final-do-projeto-tourisme/>  
<http://www.aevc.pt/viana-recebe-comitiva-empresarios-croatas/>  
<http://www.aevc.pt/romania-recebe-empresarios-vianenses-no-ambito-do-tourisme/>  
<http://www.aevc.pt/convite-apresentacao-do-manual-gestores-do-tourisme/>  
<http://www.aevc.pt/tourisme-apresenta-manual-consultores-trabalhar-pmes-turismo-6-passos/>  
<http://www.aevc.pt/aevc-reune-zagreb-no-ambito-do-projeto-tourisme-comp/>  
<http://www.aevc.pt/convite-manifestacao-interesse/>

Through the AEP – Portugal Business Association platform 'Novo Rumo a Norte', the project generates 4 articles:

<http://novorumonorte.pt/geral/noticialer.aspx?IDN=77764B704933725774745A4D614D6768486851344F69416C30323931567A676D>  
<http://novorumonorte.pt/geral/noticialer.aspx?IDN=7139464354477248595679677A4149444E5A504E4C674E64307A4F576B557531>  
<http://novorumonorte.pt/geral/noticialer.aspx?IDN=6D55586C58686E326A4C70754B5966736259437645537276416254644474615A>  
<http://novorumonorte.pt/geral/noticialer.aspx?IDN=66316A772F586E7852453334E6D385078342F534B4F56652B3065694E636347>

Regarding Facebook, AEVC published 10 posts, which had a reach of 7219 people, generating 65 interactions with the publications.

<https://www.facebook.com/aevc.pt/posts/10153556593757217?match=dG91cmZlbnVWU%3D>  
<https://www.facebook.com/aevc.pt/posts/10153605421737217?match=dG91cmZlbnVWU%3D>  
<https://www.facebook.com/aevc.pt/posts/10153726696512217?match=dG91cmZlbnVWU%3D>  
<https://www.facebook.com/aevc.pt/posts/10153749592962217?match=dG91cmZlbnVWU%3D>  
<https://www.facebook.com/aevc.pt/posts/10153975792637217?match=dG91cmZlbnVWU%3D>  
<https://www.facebook.com/aevc.pt/posts/10153990284937217?match=dG91cmZlbnVWU%3D>  
<https://www.facebook.com/TouriSMEComp/posts/10153990351052217?match=dG91cmZlbnVWU%3D>  
<https://www.facebook.com/aevc.pt/posts/10154063643502217?match=dG91cmZlbnVWU%3D>  
[https://www.facebook.com/pg/aevc.pt/photos/?tab=album&album\\_id=1015408268667217](https://www.facebook.com/pg/aevc.pt/photos/?tab=album&album_id=1015408268667217)  
<https://www.facebook.com/aevc.pt/posts/10154101495827217?match=dG91cmZlbnVWU%3D>

Regarding the impact on local media, 3 articles were elaborated and published in a local radio website, local TV, and local newspaper.

<http://radioaltominho.pt/Noticias/romania-recebe-empresarios-vianenses-no-ambito-do-projeto-tourisme/>  
<http://www.altominho.tv/?page=video&videoid=f0DrFlwC-ow>

What kind of dissemination activities did your partnership carry out and through which channels? Please also provide information on the feedback received.

FPIMM Brasov published the results of the project on the website ([www.fpimm.ro](http://www.fpimm.ro)), uploaded news. On social media (<https://www.facebook.com/TouriSMEComp/>) is updated with information and articles. From April- November 2016 the Facebook page had an impact of over 10447 readers and over 900 interactions.

FPIMM BV organised 2 small scale event with 19 people and participated on 08.07.2016 to the local event organised in Brasov by the Embassy of France with 70 particip.

In all events and meetings the flyer was handed to the participants, the banner was displayed and also it is displayed in the office.

ISOB o presented the project on its website <http://www.isob-regensburg.net/joomla3/index.php/en/projects/international/107-tourisme-comp> and in the networks to follow:

The Network of present and former project partners (about 40 partners from 20 countries in Europe) among them: being Universities, Training Centres, Unions, Foundations and Associations of the Owners and Managers from all over Europe. Also during international project meetings and workshops like:

M4 project ICT Entrepreneur, Nov. 2016, Regensburg, M4 project SCIENT, Nov. 2016, Regensburg

M4 project NETS at RISK, July 2016, Regensburg, M1 ARTISAN project in Larnaca Cyprus, Nov. 2016

All posts of TouriSME were shared through the facebook page of CEO Alexander Krauß, which is followed by more than 150 selected peer experts on training and education from more than 20 countries.

During meetings with local German interested parties: Department of Tourism Regensburg Tourismus GmbH MICE Marketing (October 2016), Department of Economic and Research Affairs, Regensburg

Bavarian Association of Hotels and Restaurants: October 2016 Work Group "Flexibilisation of initial training" and "Heterogeneity in Training" of the German Federal Institute for Education and Training" (about 80 relevant VET institutions and research centres).

ISOB will present a paper on the project to the "Research Network Vocational Training" including about 70 research institutes. ISOB will discuss the methodology of QA and Internal Evaluation under the Erasmus+ programme in a specialist workgroup of the German Association for Evaluation (about 20 senior expert researchers) during 2017. ISOB printed about 1200

Leaflets in English and distributed it to our partners, local touristic attractions, hotels and restaurants

Gazi University put the website of project on the website of Faculty of Tourism.

<http://turizm.gazi.edu.tr/posts/view/title/projects-148852?siteUri=turizm>

Gazi University created e-mail groups to inform the academicians (on tourism studies), managers from tourism and reached totally 950 academicians from universities in Turkey and sent the information about project. Gazi sent also the project link of website to 400 travel agencies and 40 hotels in Ankara by e-mails. The flyer was handed to the participants of the events.

Supera published the results of the project on the website ([www.supera-uciliste.hr](http://www.supera-uciliste.hr)), uploaded news about the project. Also on the Facebook page of the Supera ([https://web.facebook.com/pg/PoslovnoUcilisteSupera/posts/?ref=page\\_internalis](https://web.facebook.com/pg/PoslovnoUcilisteSupera/posts/?ref=page_internalis)) updated with information with over 290 readers. Supera organised a meeting at Croatian Chamber of Economy - Department of Tourism (over 1000 members) on 24.3.2016 to present the project, and with Department for HR (over 350 members), and the Croatian community of open universities -25. In all multiplier events and meetings the flyer was handed to the participants. In the main lobby of the organisation flyers of the project are displayed and the visitors are encouraged to take them.

AEVC created a specific page to disseminate the communication of the project: [www.aevc.pt/tourisme-comp](http://www.aevc.pt/tourisme-comp).

Regarding Facebook, AEVC published 10 posts- reach of 7219 people, generating 65 interactions. AEVC also used its institutional newsletter, with 809 emails from its 1500 members. AEVC produced 300 copies of the project leaflet. AEVC also promoted the in a series of institutional visits to TPNP - Turismo do Porto e Norte de Portugal on 11.10.2016, to the Escola de Hotelaria de Viana do Castelo (Hotel School), in the Viana do Castelo Municipality. The next step is to spread the results of the project through the "Rede T" (<http://www.rede-t.com/?lang=en-GB>).

FEPPV inserted in the promotional video of the organization a part dedicated to the project. This video was shown in several events – about 870 participants, in the 1st Exhibition of Employment, held in the Grand Auditorium of the Cultural Center of Angra do Heroísmo, on 28.09.2016 and on a meeting in Brussels, at the EC. The project results are on the website (<http://www.feppv.pt/tourismecomp-self-responsible-learning-of-key-competences-in-tourism-sme/>) with 2.700 visitors/month. The IO's will be available on our website. The project has been disseminated in the Chamber of Commerce.

Erasmus+ promotes an open access requirement for all materials produced through its projects. In case your project has produced intellectual outputs/tangible deliverables, please describe if and how you have promoted the free access for the public, through the internet, to a digital form thereof. In case a limitation was foreseen for the use of the open licence, please specify the reasons, extent and nature of this limitation.

All materials produced will be licensed through an Creative Commons license which allows for the free use of the material in unchanged format and with reference to the original authors and the funding by the Erasmus+ programme.

The intellectual outputs will be available from the website of the project for at least 5 years after the project end.

Also the English version and the Romanian version are available on edu.moodle.ro, a network with 15.000 users. The network EDU Moodle Romania is administrated by The Association Pro arta, development and knowledge and is part of the Open Educational Resources Coalition. After this period the project partners will archive the material on the websites of their own organisations. If necessary the partner organisations will add comments on the recommendable use of the materials at this time, to take account of the further progress in the field.

The partnership will encourage the access to the material through linking the material in the usual databases and through the websites of partner and networked organisations.

In order to be able to reach out to users on a continuing basis, a registration to the project database of users will be asked in order to access the material. This information will be used exclusively for the continuing information of the users about the further development and recommendations for the application of the material by the partners

How have you ensured that the project's results will remain available and/or will be used by others?

The training program for tourism SME was tested by the consultants involved in the project (20 consultants) the 40 managers and owners of the SME tourism organisations and 594 tourism SME employees.

The concept, tools and dissemination means will be maintained for at least five years after the project. The concept, tools and materials will be used by all the partners as part of the agreement signed for continuing the dissemination of the project.

The partners will integrate the results from the project in the practices of their own organisation on a continuing basis.

The self-learning program could be extended and adapted to other service sectors, linked with tourism, such as: retail, transportation, social work, education, other services provided for the general population. It can be used not only for fostering key competences for lifelong learning, but also to promote acquisition of additional professional skills.

All participating organisations signed an agreement on the further cooperation and on the utilisation of the products. During the last transnational meeting they also came with ideas for new projects to be elaborated in partnership.

Partners agreed that all tangible products will remain in the public domain under a Creative Commons License in order to ensure unlimited access and full availability through the internet for the foreseeable future. The license will make sure that all regulations on the visibility of the EC funding and other will remain intact.

How did you see the potential to use this project's approach in other projects on a larger scale and/or in a different field or area?

The approach of the project proved the efficiency for elaborating the intellectual outputs and also for developing the necessary activities in order to achieve the objectives. The general approach can be used in other projects in order to multiply the effects.

The general philosophy used in the elaborated handbooks have the potential to be used in other types of services such as retail, social work, education and also in domains related to tourism such as transportation but also to other services provided for the population. A specific adaptation to the needs of the specific user group is necessary for this type of transfer however. As the results of IO 1 reveal a thorough empirical study of the situation in each sector and a empirical research of the learning needs and preferences in each sector and for each target group is the only way to assure the appropriateness of learning approach and materials. We expect however that such transfer would be highly efficient compared to development from scratch as many elements can be reused. The techniques for self-learning at workplace for developing key competences proposed and used by the managers involved in the project can be used also for developing other types of competences necessary at the work place. From the experiences in the field and the development in the last three years (the time since the TouriSME concept was original developed) there have been advances in the state, usability and cost-effectiveness of digital media. The enhanced use of these digital media could further improve the learning concept and the materials developed. TouriSME has developed prerequisites for an increased use of digital media, particularly in IO 5 and particularly for the training of coaches and managers. An increased use of digital media for the learning activities of low-skilled workers themselves would be a consequent next step for the further development of the TouriSME learning system.

### 6.3. Sustainability

Which activities and results will be maintained after the end of the EU funding? How will these activities be implemented and supported?

While the material developed will be available for free as a OER, the operational partners will offer the services developed to the target groups according to a financial model.

The multiplier base will be further strengthened and sustainability will be improved through the Intellectual output (IO5) Course Curriculum, which will teach the main features of the concept in a compact form, directed to consultants and SME Managers, which will be offered as a Course appropriate for use also in Erasmus+ Mobility projects in the years to come.

The activity regarding the training of the managers in tourism will be continued in the first 3 years after the end of the project and the curriculum will be improved through other projects.

The learning program for tourism SME was tested by a large sample of training and consultancy providers with SME tourism organisations, involving consultants from each operational partner (20 in total), 40 managers and 500 tourism SME employees.

The concept, tools and dissemination means will be maintained for at least three years after the project. A Course, offered among other channels in the scope of ERASMUS + mobility activities, will multiply the number of competent users of the concept and spread it Europe-wide. Smaller scale follow up projects are foreseen to foster the transfer and the adaptation of the project to additional European countries, if such adaptation is needed.

The partners will integrate the results from the project in the practices of their own organisation on a continuing basis. Given the strong institutional network of the partners as employer's organisations, educators and influential research organisations, it can be expected that the concept and other results will be used by a high number of additional members of their associations, as these will be informed and consulted on the benefits throughout and also after the project duration.

We expect that the self-learning program will be adapted and extended too the service sectors, linked with tourism, such as: retail, transportation, social work, education, other services provided for the population. This transfer will be fostered by the social partners within the project, which cover all of these related sectors, focused on the needs of SME.

## 7. Budget

this section gives a detailed overview of the final amount of the EU grant you request;

### 7.1. Budget Summary

| PIC of the Organisation | Project Management and Implementation | Transnational Project Meetings | Intellectual Outputs | Multiplier Events | Learning/Teaching/Training Activities |                       |                          | Special Needs Support | Exceptional Costs | Exceptional Cost Guarantee | Total Amount (Calculated) | Total Amount (Adjusted) |
|-------------------------|---------------------------------------|--------------------------------|----------------------|-------------------|---------------------------------------|-----------------------|--------------------------|-----------------------|-------------------|----------------------------|---------------------------|-------------------------|
|                         |                                       |                                |                      |                   | EU Travel Grant                       | EU Individual Support | Linguistic Support Grant |                       |                   |                            |                           |                         |
| 940577670               | 12,000.00                             | 7,640.00                       | 11,336.00            | 7,400.00          | 5,015.00                              | 5,800.00              | 0.00                     | 0.00                  | 0.00              | 0.00                       | 49,191.00                 | 49,191.00               |
| 940751882               | 6,000.00                              | 4,395.00                       | 8,059.00             | 6,900.00          | 3,980.00                              | 4,200.00              | 0.00                     | 0.00                  | 0.00              | 0.00                       | 33,534.00                 | 33,534.00               |
| 944834515               | 6,000.00                              | 7,230.00                       | 12,345.00            | 0.00              | 2,880.00                              | 2,650.00              | 0.00                     | 0.00                  | 0.00              | 0.00                       | 31,105.00                 | 31,105.00               |
| 946502430               | 6,000.00                              | 5,730.00                       | 9,766.00             | 4,500.00          | 3,025.00                              | 3,700.00              | 0.00                     | 0.00                  | 0.00              | 0.00                       | 32,721.00                 | 32,721.00               |
| 947884971               | 6,000.00                              | 6,080.00                       | 10,779.00            | 11,200.00         | 3,600.00                              | 3,650.00              | 0.00                     | 0.00                  | 0.00              | 0.00                       | 41,309.00                 | 41,309.00               |
| 950743949               | 6,000.00                              | 5,750.00                       | 21,457.00            | 0.00              | 550.00                                | 1,000.00              | 0.00                     | 0.00                  | 0.00              | 0.00                       | 34,757.00                 | 34,757.00               |
| 998174233               | 0.00                                  | 0.00                           | 0.00                 | 0.00              | 0.00                                  | 0.00                  | 0.00                     | 0.00                  | 0.00              | 0.00                       | 0.00                      | 0.00                    |
| <b>Total</b>            | 42,000.00                             | 36,825.00                      | 73,742.00            | 30,000.00         | 19,050.00                             | 21,000.00             | 0.00                     | 0.00                  | 0.00              | 0.00                       | 222,617.00                | 222,617.00              |

#### 7.1.1. Project Total Amount

|  |            |
|--|------------|
| Project Total Amount Reported (Calculated) | 222,617.00 |
|--|------------|

Project Total Amount Reported (Adjusted)

222,617.00

Please provide any further comments you may have concerning the above figures especially if the adjusted amount differs from the calculated amount.

N/A

## 7.2. Project management and implementation

| PIC of the Organisation | Role of the Organisation | Name of the Organisation  | Total Amount (Adjusted) |
|-------------------------|--------------------------|---|-------------------------|
| 940577670               | Beneficiary              | Fundatia pentru Promovarea Intreprinderilor Mici si Mijlocii Brasov | 12,000.00               |
| 947884971               | Partner                  | Associação Empresarial de Viana do Castelo                          | 6,000.00                |
| 944834515               | Partner                  | Fundação de Ensino Profissional da Praia da Vitória                 | 6,000.00                |
| 998174233               | Partner                  | GAZI UNIVERSITESI   | 0.00                    |
| 946502430               | Partner                  | GAZI UNIVERSITESI   | 6,000.00                |
| 950743949               | Partner                  | ISOB INSTITUT FUR SOZIALWISSENSCHAFTLICHE BERATUNG GMBH             | 6,000.00                |
| 940751882               | Partner                  | Supera poslovno upravljanje d.o.o.                                  | 6,000.00                |
| <b>Total</b>            |                          |   | 42,000.00               |

## 7.3. Transnational Project Meetings

| PIC of the Sending Organisation | Total No. of Meetings | Total No. of Participants | Distance Band | Grant per participant | Total Amount (Calculated) | Total Amount (Adjusted) |
|---------------------------------|-----------------------|---------------------------|---------------|-----------------------|---------------------------|-------------------------|
| 940577670                       | 1                     | 4                         | 100 - 1999 km | 575.00                | 2,300.00                  | 2,300.00                |
| 940577670                       | 1                     | 4                         | 100 - 1999 km | 575.00                | 2,300.00                  | 2,300.00                |
| 940577670                       | 1                     | 4                         | >= 2000 km    | 760.00                | 3,040.00                  | 3,040.00                |

|           |   |   |               |        |          |          |
|-----------|---|---|---------------|--------|----------|----------|
| 940751882 | 1 | 2 | 100 - 1999 km | 575.00 | 1,150.00 | 1,150.00 |
| 940751882 | 1 | 2 | 100 - 1999 km | 575.00 | 1,150.00 | 1,150.00 |
| 940751882 | 1 | 1 | 100 - 1999 km | 575.00 | 575.00   | 575.00   |
| 940751882 | 1 | 2 | >= 2000 km    | 760.00 | 1,520.00 | 1,520.00 |
| 944834515 | 1 | 2 | >= 2000 km    | 760.00 | 1,520.00 | 1,520.00 |
| 944834515 | 1 | 2 | >= 2000 km    | 760.00 | 1,520.00 | 1,520.00 |
| 944834515 | 1 | 2 | >= 2000 km    | 760.00 | 1,520.00 | 1,520.00 |
| 944834515 | 1 | 2 | >= 2000 km    | 760.00 | 1,520.00 | 1,520.00 |
| 944834515 | 1 | 2 | 100 - 1999 km | 575.00 | 1,150.00 | 1,150.00 |
| 946502430 | 1 | 2 | 100 - 1999 km | 575.00 | 1,150.00 | 1,150.00 |
| 946502430 | 1 | 2 | 100 - 1999 km | 575.00 | 1,150.00 | 1,150.00 |
| 946502430 | 1 | 2 | 100 - 1999 km | 575.00 | 1,150.00 | 1,150.00 |
| 946502430 | 1 | 3 | >= 2000 km    | 760.00 | 2,280.00 | 2,280.00 |
| 947884971 | 1 | 2 | >= 2000 km    | 760.00 | 1,520.00 | 1,520.00 |
| 947884971 | 1 | 2 | >= 2000 km    | 760.00 | 1,520.00 | 1,520.00 |
| 947884971 | 1 | 2 | >= 2000 km    | 760.00 | 1,520.00 | 1,520.00 |
| 947884971 | 1 | 2 | >= 2000 km    | 760.00 | 1,520.00 | 1,520.00 |
| 950743949 | 1 | 2 | 100 - 1999 km | 575.00 | 1,150.00 | 1,150.00 |
| 950743949 | 1 | 2 | 100 - 1999 km | 575.00 | 1,150.00 | 1,150.00 |

|              |   |   |               |        |           |           |
|--------------|---|---|---------------|--------|-----------|-----------|
| 950743949    | 1 | 2 | 100 - 1999 km | 575.00 | 1,150.00  | 1,150.00  |
| 950743949    | 1 | 2 | 100 - 1999 km | 575.00 | 1,150.00  | 1,150.00  |
| 950743949    | 1 | 2 | 100 - 1999 km | 575.00 | 1,150.00  | 1,150.00  |
| <b>Total</b> |   |   |               |        | 36,825.00 | 36,825.00 |

#### 7.4. Intellectual Outputs

| PIC of the Organisation | Output Identification | Staff Category                             | Country  | No. Of Working Days | Grant per Day | Total Amount (Calculated) | Total Amount (Adjusted) |
|-------------------------|-----------------------|--|----------|---------------------|---------------|---------------------------|-------------------------|
| 940577670               | O1                    | Managers                                   | Romania  | 5                   | 88.00         | 440.00                    | 440.00                  |
|                         |                       | Teachers/Trainers/Researchers/Youth Worker |          | 17                  | 74.00         | 1,258.00                  | 1,258.00                |
|                         |                       | Technicians                                |          | 0                   | 0.00          | 0.00                      | 0.00                    |
|                         |                       | Administrative support staff               |          | 5                   | 39.00         | 195.00                    | 195.00                  |
| 940751882               | O1                    | Managers                                   | Croatia  | 5                   | 88.00         | 440.00                    | 440.00                  |
|                         |                       | Teachers/Trainers/Researchers/Youth Worker |          | 10                  | 74.00         | 740.00                    | 740.00                  |
|                         |                       | Technicians                                |          | 7                   | 55.00         | 385.00                    | 385.00                  |
|                         |                       | Administrative support staff               |          | 4                   | 39.00         | 156.00                    | 156.00                  |
| 944834515               | O1                    | Managers                                   | Portugal | 4                   | 164.00        | 656.00                    | 656.00                  |
|                         |                       | Teachers/Trainers/Researchers/Youth Worker |          | 5                   | 137.00        | 685.00                    | 685.00                  |
|                         |                       | Technicians                                |          | 7                   | 102.00        | 714.00                    | 714.00                  |

|           |    |  |          |    |        |          |          |
|-----------|----|--|----------|----|--------|----------|----------|
|           |    | Administrative support staff               |          | 4  | 78.00  | 312.00   | 312.00   |
| 946502430 | O1 | Managers                                   | Turkey   | 5  | 88.00  | 440.00   | 440.00   |
|           |    | Teachers/Trainers/Researchers/Youth Worker |          | 10 | 74.00  | 740.00   | 740.00   |
|           |    | Technicians                                |          | 7  | 55.00  | 385.00   | 385.00   |
|           |    | Administrative support staff               |          | 4  | 39.00  | 156.00   | 156.00   |
| 947884971 | O1 | Managers                                   | Portugal | 4  | 164.00 | 656.00   | 656.00   |
|           |    | Teachers/Trainers/Researchers/Youth Worker |          | 8  | 137.00 | 1,096.00 | 1,096.00 |
|           |    | Technicians                                |          | 4  | 102.00 | 408.00   | 408.00   |
|           |    | Administrative support staff               |          | 4  | 78.00  | 312.00   | 312.00   |
| 950743949 | O1 | Managers                                   | Germany  | 7  | 280.00 | 1,960.00 | 1,960.00 |
|           |    | Teachers/Trainers/Researchers/Youth Worker |          | 20 | 214.00 | 4,280.00 | 4,280.00 |
|           |    | Technicians                                |          | 0  | 0.00   | 0.00     | 0.00     |
|           |    | Administrative support staff               |          | 4  | 131.00 | 524.00   | 524.00   |
| 940577670 | O2 | Managers                                   | Romania  | 6  | 88.00  | 528.00   | 528.00   |
|           |    | Teachers/Trainers/Researchers/Youth Worker |          | 20 | 74.00  | 1,480.00 | 1,480.00 |
|           |    | Technicians                                |          | 0  | 0.00   | 0.00     | 0.00     |
|           |    | Administrative support staff               |          | 10 | 39.00  | 390.00   | 390.00   |

|           |    |  |          |    |        |          |          |
|-----------|----|--|----------|----|--------|----------|----------|
| 940751882 | O2 | Managers                                   | Croatia  | 6  | 88.00  | 528.00   | 528.00   |
|           |    | Teachers/Trainers/Researchers/Youth Worker |          | 10 | 74.00  | 740.00   | 740.00   |
|           |    | Technicians                                |          | 7  | 55.00  | 385.00   | 385.00   |
|           |    | Administrative support staff               |          | 5  | 39.00  | 195.00   | 195.00   |
| 944834515 | O2 | Managers                                   | Portugal | 4  | 164.00 | 656.00   | 656.00   |
|           |    | Teachers/Trainers/Researchers/Youth Worker |          | 5  | 137.00 | 685.00   | 685.00   |
|           |    | Technicians                                |          | 7  | 102.00 | 714.00   | 714.00   |
|           |    | Administrative support staff               |          | 5  | 78.00  | 390.00   | 390.00   |
| 946502430 | O2 | Managers                                   | Turkey   | 6  | 88.00  | 528.00   | 528.00   |
|           |    | Teachers/Trainers/Researchers/Youth Worker |          | 35 | 74.00  | 2,590.00 | 2,590.00 |
|           |    | Technicians                                |          | 7  | 55.00  | 385.00   | 385.00   |
|           |    | Administrative support staff               |          | 5  | 39.00  | 195.00   | 195.00   |
| 947884971 | O2 | Managers                                   | Portugal | 4  | 164.00 | 656.00   | 656.00   |
|           |    | Teachers/Trainers/Researchers/Youth Worker |          | 5  | 137.00 | 685.00   | 685.00   |
|           |    | Technicians                                |          | 7  | 102.00 | 714.00   | 714.00   |
|           |    | Administrative support staff               |          | 5  | 78.00  | 390.00   | 390.00   |
|           |    | Managers                                   |          | 4  | 280.00 | 1,120.00 | 1,120.00 |

|           |    |  |          |    |        |          |          |
|-----------|----|--|----------|----|--------|----------|----------|
| 950743949 | O2 | Teachers/Trainers/Researchers/Youth Worker | Germany  | 20 | 214.00 | 4,280.00 | 4,280.00 |
|           |    | Technicians                                |          | 0  | 0.00   | 0.00     | 0.00     |
|           |    | Administrative support staff               |          | 4  | 131.00 | 524.00   | 524.00   |
| 940577670 | O3 | Managers                                   | Romania  | 4  | 88.00  | 352.00   | 352.00   |
|           |    | Teachers/Trainers/Researchers/Youth Worker |          | 30 | 74.00  | 2,220.00 | 2,220.00 |
|           |    | Technicians                                |          | 0  | 0.00   | 0.00     | 0.00     |
|           |    | Administrative support staff               |          | 6  | 39.00  | 234.00   | 234.00   |
| 940751882 | O3 | Managers                                   | Croatia  | 4  | 88.00  | 352.00   | 352.00   |
|           |    | Teachers/Trainers/Researchers/Youth Worker |          | 10 | 74.00  | 740.00   | 740.00   |
|           |    | Technicians                                |          | 7  | 55.00  | 385.00   | 385.00   |
|           |    | Administrative support staff               |          | 3  | 39.00  | 117.00   | 117.00   |
| 944834515 | O3 | Managers                                   | Portugal | 3  | 164.00 | 492.00   | 492.00   |
|           |    | Teachers/Trainers/Researchers/Youth Worker |          | 6  | 137.00 | 822.00   | 822.00   |
|           |    | Technicians                                |          | 7  | 102.00 | 714.00   | 714.00   |
|           |    | Administrative support staff               |          | 3  | 78.00  | 234.00   | 234.00   |
| 946502430 | O3 | Managers                                   | Turkey   | 4  | 88.00  | 352.00   | 352.00   |
|           |    | Teachers/Trainers/Researchers/Youth Worker |          | 10 | 74.00  | 740.00   | 740.00   |

|           |    |  |          |    |        |          |          |
|-----------|----|--|----------|----|--------|----------|----------|
|           |    | Technicians                                |          | 7  | 55.00  | 385.00   | 385.00   |
|           |    | Administrative support staff               |          | 3  | 39.00  | 117.00   | 117.00   |
| 947884971 | O3 | Managers                                   | Portugal | 3  | 164.00 | 492.00   | 492.00   |
|           |    | Teachers/Trainers/Researchers/Youth Worker |          | 6  | 137.00 | 822.00   | 822.00   |
|           |    | Technicians                                |          | 7  | 102.00 | 714.00   | 714.00   |
|           |    | Administrative support staff               |          | 3  | 78.00  | 234.00   | 234.00   |
| 950743949 | O3 | Managers                                   | Germany  | 3  | 280.00 | 840.00   | 840.00   |
|           |    | Teachers/Trainers/Researchers/Youth Worker |          | 10 | 214.00 | 2,140.00 | 2,140.00 |
|           |    | Technicians                                |          | 0  | 0.00   | 0.00     | 0.00     |
|           |    | Administrative support staff               |          | 2  | 131.00 | 262.00   | 262.00   |
| 947884971 | O4 | Managers                                   | Portugal | 3  | 164.00 | 492.00   | 492.00   |
|           |    | Teachers/Trainers/Researchers/Youth Worker |          | 5  | 137.00 | 685.00   | 685.00   |
|           |    | Technicians                                |          | 10 | 102.00 | 1,020.00 | 1,020.00 |
|           |    | Administrative support staff               |          | 5  | 78.00  | 390.00   | 390.00   |
| 950743949 | O4 | Managers                                   | Germany  | 3  | 280.00 | 840.00   | 840.00   |
|           |    | Teachers/Trainers/Researchers/Youth Worker |          | 10 | 214.00 | 2,140.00 | 2,140.00 |
|           |    | Technicians                                |          | 0  | 0.00   | 0.00     | 0.00     |

|           |    |  |          |    |        |          |          |
|-----------|----|--|----------|----|--------|----------|----------|
|           |    | Administrative support staff               |          | 4  | 131.00 | 524.00   | 524.00   |
| 940577670 | O4 | Managers                                   | Romania  | 4  | 88.00  | 352.00   | 352.00   |
|           |    | Teachers/Trainers/Researchers/Youth Worker |          | 20 | 74.00  | 1,480.00 | 1,480.00 |
|           |    | Technicians                                |          | 0  | 0.00   | 0.00     | 0.00     |
|           |    | Administrative support staff               |          | 10 | 39.00  | 390.00   | 390.00   |
| 940751882 | O4 | Managers                                   | Croatia  | 2  | 88.00  | 176.00   | 176.00   |
|           |    | Teachers/Trainers/Researchers/Youth Worker |          | 7  | 74.00  | 518.00   | 518.00   |
|           |    | Technicians                                |          | 0  | 0.00   | 0.00     | 0.00     |
|           |    | Administrative support staff               |          | 0  | 0.00   | 0.00     | 0.00     |
| 944834515 | O4 | Managers                                   | Portugal | 2  | 164.00 | 328.00   | 328.00   |
|           |    | Teachers/Trainers/Researchers/Youth Worker |          | 20 | 137.00 | 2,740.00 | 2,740.00 |
|           |    | Technicians                                |          | 0  | 0.00   | 0.00     | 0.00     |
|           |    | Administrative support staff               |          | 0  | 0.00   | 0.00     | 0.00     |
| 946502430 | O4 | Managers                                   | Turkey   | 4  | 88.00  | 352.00   | 352.00   |
|           |    | Teachers/Trainers/Researchers/Youth Worker |          | 10 | 74.00  | 740.00   | 740.00   |
|           |    | Technicians                                |          | 10 | 55.00  | 550.00   | 550.00   |
|           |    | Administrative support staff               |          | 5  | 39.00  | 195.00   | 195.00   |

|           |    |  |          |    |        |          |          |
|-----------|----|--|----------|----|--------|----------|----------|
| 940577670 | O5 | Managers                                   | Romania  | 3  | 88.00  | 264.00   | 264.00   |
|           |    | Teachers/Trainers/Researchers/Youth Worker |          | 20 | 74.00  | 1,480.00 | 1,480.00 |
|           |    | Technicians                                |          | 0  | 0.00   | 0.00     | 0.00     |
|           |    | Administrative support staff               |          | 7  | 39.00  | 273.00   | 273.00   |
| 940751882 | O5 | Managers                                   | Croatia  | 4  | 88.00  | 352.00   | 352.00   |
|           |    | Teachers/Trainers/Researchers/Youth Worker |          | 25 | 74.00  | 1,850.00 | 1,850.00 |
|           |    | Technicians                                |          | 0  | 0.00   | 0.00     | 0.00     |
|           |    | Administrative support staff               |          | 0  | 0.00   | 0.00     | 0.00     |
| 944834515 | O5 | Managers                                   | Portugal | 3  | 164.00 | 492.00   | 492.00   |
|           |    | Teachers/Trainers/Researchers/Youth Worker |          | 5  | 137.00 | 685.00   | 685.00   |
|           |    | Technicians                                |          | 7  | 102.00 | 714.00   | 714.00   |
|           |    | Administrative support staff               |          | 4  | 78.00  | 312.00   | 312.00   |
| 946502430 | O5 | Managers                                   | Turkey   | 2  | 88.00  | 176.00   | 176.00   |
|           |    | Teachers/Trainers/Researchers/Youth Worker |          | 10 | 74.00  | 740.00   | 740.00   |
|           |    | Technicians                                |          | 0  | 0.00   | 0.00     | 0.00     |
|           |    | Administrative support staff               |          | 0  | 0.00   | 0.00     | 0.00     |
|           |    | Managers                                   |          | 2  | 164.00 | 328.00   | 328.00   |

|           |    |  |          |     |        |           |           |
|-----------|----|--|----------|-----|--------|-----------|-----------|
| 947884971 | O5 | Teachers/Trainers/Researchers/Youth Worker | Portugal | 5   | 137.00 | 685.00    | 685.00    |
|           |    | Technicians                                |          | 0   | 0.00   | 0.00      | 0.00      |
|           |    | Administrative support staff               |          | 0   | 0.00   | 0.00      | 0.00      |
| 950743949 | O5 | Managers                                   | Germany  | 2   | 280.00 | 560.00    | 560.00    |
|           |    | Teachers/Trainers/Researchers/Youth Worker |          | 5   | 214.00 | 1,070.00  | 1,070.00  |
|           |    | Technicians                                |          | 0   | 0.00   | 0.00      | 0.00      |
|           |    | Administrative support staff               |          | 3   | 131.00 | 393.00    | 393.00    |
| 950743949 | O6 | Managers                                   | Germany  | 0   | 280.00 | 0.00      | 0.00      |
|           |    | Teachers/Trainers/Researchers/Youth Worker |          | 0   | 214.00 | 0.00      | 0.00      |
|           |    | Technicians                                |          | 0   | 162.00 | 0.00      | 0.00      |
|           |    | Administrative support staff               |          | 0   | 131.00 | 0.00      | 0.00      |
| Total     |    |  |          | 719 |        | 73,742.00 | 73,742.00 |

### 7.5. Multiplier Events

| PIC of the Organisation Organising the Event | Event Identification | No. of Local Participants | Grant per Local Participant | No. of Foreign Participants | Grant per Foreign Participant | Total Amount (Calculated) | Total Amount (Adjusted) |
|--|----------------------|---------------------------|-----------------------------|-----------------------------|-------------------------------|---------------------------|-------------------------|
| 940577670                                    | E1                   | 24                        | 100.00                      | 0                           | 200.00                        | 2,400.00                  | 2,400.00                |
| 940751882                                    | E1                   | 15                        | 100.00                      | 0                           | 200.00                        | 1,500.00                  | 1,500.00                |
| 946502430                                    | E1                   | 15                        | 100.00                      | 0                           | 200.00                        | 1,500.00                  | 1,500.00                |

|           |    |     |        |   |        |           |           |
|-----------|----|-----|--------|---|--------|-----------|-----------|
| 947884971 | E1 | 14  | 100.00 | 0 | 200.00 | 1,400.00  | 1,400.00  |
| 940577670 | E2 | 20  | 100.00 | 0 | 200.00 | 2,000.00  | 2,000.00  |
| 940751882 | E2 | 15  | 100.00 | 0 | 200.00 | 1,500.00  | 1,500.00  |
| 946502430 | E2 | 15  | 100.00 | 0 | 200.00 | 1,500.00  | 1,500.00  |
| 947884971 | E2 | 15  | 100.00 | 0 | 200.00 | 1,500.00  | 1,500.00  |
| 940577670 | E3 | 15  | 100.00 | 0 | 200.00 | 1,500.00  | 1,500.00  |
| 940751882 | E3 | 17  | 100.00 | 0 | 200.00 | 1,700.00  | 1,700.00  |
| 947884971 | E3 | 15  | 100.00 | 0 | 200.00 | 1,500.00  | 1,500.00  |
| 940577670 | E4 | 15  | 100.00 | 0 | 200.00 | 1,500.00  | 1,500.00  |
| 940751882 | E4 | 22  | 100.00 | 0 | 200.00 | 2,200.00  | 2,200.00  |
| 946502430 | E4 | 15  | 100.00 | 0 | 200.00 | 1,500.00  | 1,500.00  |
| 947884971 | E4 | 16  | 100.00 | 0 | 200.00 | 1,600.00  | 1,600.00  |
| 947884971 | E5 | 52  | 100.00 | 0 | 200.00 | 5,200.00  | 5,200.00  |
| Total     |    | 300 |        | 0 |        | 30,000.00 | 30,000.00 |

## 7.6. Learning/Teaching/Training Activities

### 7.6.1. Travel

| PIC of the Sending Organisation | Activity No. | Activity Type | No. of Participants | Distance Band | Travel Grant per Participant | Total Amount (Calculated) |
|---------------------------------|--------------|---------------|---------------------|---------------|------------------------------|---------------------------|
|---------------------------------|--------------|---------------|---------------------|---------------|------------------------------|---------------------------|

|              |    |  |    |               |        |           |
|--------------|----|--|----|---------------|--------|-----------|
| 940577670    | C1 | Short-term joint staff training events | 5  | 100 - 1999 km | 275.00 | 1,375.00  |
| 940577670    | C2 | Blended mobility of VET learners       | 8  | 100 - 1999 km | 275.00 | 2,200.00  |
| 940577670    | C2 | Blended mobility of VET learners       | 4  | >= 2000 km    | 360.00 | 1,440.00  |
| 940751882    | C1 | Short-term joint staff training events | 4  | 100 - 1999 km | 275.00 | 1,100.00  |
| 940751882    | C2 | Blended mobility of VET learners       | 8  | >= 2000 km    | 360.00 | 2,880.00  |
| 944834515    | C1 | Short-term joint staff training events | 2  | >= 2000 km    | 360.00 | 720.00    |
| 944834515    | C2 | Blended mobility of VET learners       | 6  | >= 2000 km    | 360.00 | 2,160.00  |
| 946502430    | C1 | Short-term joint staff training events | 3  | 100 - 1999 km | 275.00 | 825.00    |
| 946502430    | C2 | Blended mobility of VET learners       | 8  | 100 - 1999 km | 275.00 | 2,200.00  |
| 947884971    | C1 | Short-term joint staff training events | 4  | >= 2000 km    | 360.00 | 1,440.00  |
| 947884971    | C2 | Blended mobility of VET learners       | 6  | >= 2000 km    | 360.00 | 2,160.00  |
| 950743949    | C1 | Short-term joint staff training events | 2  | 100 - 1999 km | 275.00 | 550.00    |
| <b>Total</b> |    |  | 60 |               |        | 19,050.00 |

## 7.6.2. Individual Support

### 7.6.2.1. Short-term Learning/Teaching/Training Activities

| PIC of the Sending Organisation | Activity No. | Activity Type | Funded Duration (days) | No. of Participants | Grant per participant | Total Amount (Calculated) |
|---------------------------------|--------------|---------------|------------------------|---------------------|-----------------------|---------------------------|
|---------------------------------|--------------|---------------|------------------------|---------------------|-----------------------|---------------------------|

|           |    |  |    |    |        |           |
|-----------|----|--|----|----|--------|-----------|
| 940577670 | C1 | Short-term joint staff training events | 5  | 5  | 500.00 | 2,500.00  |
| 940577670 | C2 | Blended mobility of VET learners       | 5  | 12 | 275.00 | 3,300.00  |
| 940751882 | C1 | Short-term joint staff training events | 5  | 4  | 500.00 | 2,000.00  |
| 940751882 | C2 | Blended mobility of VET learners       | 5  | 8  | 275.00 | 2,200.00  |
| 944834515 | C1 | Short-term joint staff training events | 5  | 2  | 500.00 | 1,000.00  |
| 944834515 | C2 | Blended mobility of VET learners       | 5  | 6  | 275.00 | 1,650.00  |
| 946502430 | C1 | Short-term joint staff training events | 5  | 3  | 500.00 | 1,500.00  |
| 946502430 | C2 | Blended mobility of VET learners       | 5  | 8  | 275.00 | 2,200.00  |
| 947884971 | C1 | Short-term joint staff training events | 5  | 4  | 500.00 | 2,000.00  |
| 947884971 | C2 | Blended mobility of VET learners       | 5  | 6  | 275.00 | 1,650.00  |
| 950743949 | C1 | Short-term joint staff training events | 5  | 2  | 500.00 | 1,000.00  |
| Total     |    |  | 55 | 60 |        | 21,000.00 |

### 7.6.2.2. Long-term Learning/Teaching/Training Activities

This section doesn't apply for this project

### 7.6.3. Linguistic Support

This section doesn't apply for this project

### 7.7. Special Needs Support

This section doesn't apply for this project

### 7.8. Exceptional Costs

This section doesn't apply for this project

#### 7.9. Exceptional costs - Guarantee

This section doesn't apply for this project

### Annexes

in this section, you need to attach additional documents that are mandatory for the completion of the report;

Please note that all documents mentioned below need to be attached here before you submit your form online.

Before submitting your report to the National Agency, please check that:

- All necessary information on your project have been encoded in Mobility Tool+
- The report form has been completed using one of the official languages of the Erasmus+ Programme Countries.
- You have annexed all the relevant documents:
- The Declaration of Honour signed by the legal representative of the beneficiary organisation.
- The necessary supporting documents as requested in the grant agreement.
- you have saved or printed the copy of the completed form for yourself.
- You have uploaded the relevant results on the Erasmus+ Project Results Platform: <http://ec.europa.eu/programmes/erasmus-plus/projects/>

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