

WP 6 Project Management

Project Management and Communication Plan

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1 Executive Summary

This Project Management and Communication Plan (PMCP) aims to provide key information about the project and guidelines for the implementation of the ReCap 4.0 project so that all stakeholders have a common understanding on what has to be achieved, what has to be delivered, who will involve, when to deliver, and how to communicate during the project term.

ReCap 4.0 is a three-year joint capacity building project between five universities in Thailand and three EU partner universities on reinforcing non-university sector at the tertiary level in engineering and technology to support Thailand Sustainable Smart Industry. ReCap 4.0 has six work packages categorized into three management levels:

- Operation Level: WP1 Non-university capacity assessment, WP2 Sustainable Development of Industry 4.0 Competence Development Training Program, WP3 Capacity Training for Non-University Sector at Tertiary Level in Thailand and WP5 Dissemination and Exploitation of Project Results,
- Monitoring and Control Level: WP4 Quality Monitoring and Control
- Management Level: WP6 Project Management

Contained in this document are

- ReCap 4.0 Consortium covering list of partners, organization structure, and roles and responsibilities,
- Project Operations Management outlining tasks, deliverables, resource allocations, work plans and operations procedure,
- Project Financial Management providing general provision, financial reporting, eligible costs, procedures and supporting document for reimbursement and budget transfer,
- Project Internal Communications listing channels for internal communication and documentation,
- Project Risk Management highlighting risk management procedure and risk assessment form.

This document is prepared based on information obtained from the following documents:

1. Erasmus+ CBHE Project Proposal for Reinforcing Non-University Sector at the Tertiary Level in Engineering and Technology to Support Thailand Sustainable Smart Industry,
2. Partnership Agreements,
3. Guideline for the Use of the Grant for Grants Awarded in 2017 under Call EAC/A03/2016.

2 Introduction

2.1 Purpose of Project Management and Communication Plan

The main purpose of this ReCap 4.0 Project Management and Communication Plan is to create a common understanding on what has to be achieved, what has to be delivered, who will involve, when to deliver, and how to communicate during the project term. The intended audience of this document is all project stakeholders including the project team members, Education, Audiovisual and Culture Executive Agency (EACEA), and the associated partners.

2.2 Project Introduction

Industry 4.0 has changed how a business run. This revolution not only forces companies to bring in technologies but also to revisit their human capacity building. Staff is expected to have the competence and be able to perform more advanced tasks requiring skills and creativity. Unavoidably, this chain effect ripples back and urges all academic institutes to adjust to this change. Their role will be beyond transferring knowledge to prepare graduates with competence. The graduates should be prompt to work and capable of adapting knowledge and skills to solve complex unseen problems.

For Thailand, the government foresaw the need for change from a production-based economy (Thailand 3.0) to a value-based economy (Thailand 4.0) where technology and creativity will be new driving forces for Thailand's economic prosperity. There has been a transformative shift in various areas such as traditional farming to smart farming, traditional SMEs to start-ups, traditional services to high-value services, unskilled labor to knowledge workers, and high-skilled laborers. One of the main objectives of Thailand 4.0 is raising human values by transforming Thais into Competent human beings in the 21st Century and Thais 4.0 in the first world.

While the country is moving forwards aggressively and the government is financing several projects and organizations, engineering and technology programs in the non-university sector at the tertiary education level in Thailand do not benefit much from this campaign. The priority on most of the education-related activities has been for national universities for research excellence and for secondary vocational-technical schools to produce technical staff to support the growth of the industry especially the five government identified industry clusters. These vocational schools also received additional support from the industry. The non-university sector at the tertiary education level in Thailand is experiencing a challenging period. They are new universities that have been promoted from teacher colleges and vocational-technical colleges during the last decade to support the economic growth of the country. The former vocational-technical colleges with their technical expertise can continue producing technical staff and training the students of secondary vocational-technical schools. The former teacher colleges that have become local universities seem to be in a more difficult situation because their expertise and familiarity are not in engineering and technology.

For their presence to benefit their local communities, several actions are needed to support the engineering and technology programs in the non-university sector. First and foremost, capacity building which will be the focus of this project will be required. Their teaching staff needs to be equipped with Industry 4.0 knowledge. They will also need to know more about modern education that puts the learner at the center and actively involve them in their learning with innovative teaching and learning methods to help build their competence. For them to be able to build their student's competence, the teaching staff themselves also need to go through a similar process to experience and understand clearly.

Upon the completion of the project, the trained teaching staff is expected to be equipped with competence and be able to apply knowledge and skills to help to solve local needs and training local kids for the sustainability of their local communities. When all small mechanisms run efficiently, the whole system will move steadily.

2.3 Project Objectives

The objective of ReCap 4.0 is to enhance the capacity and ability of the non-university sector at the tertiary level in Thailand for the effective delivery of engineering and technology knowledge and skills related to Industry 4.0 to support Thailand Sustainable Smart Industry and to strengthen a partnership among participating European and Thai universities as well as benefited non-university sector

2.4 Project Focus

In order to achieve these objectives, the project will be specifically focused on

- Improvement of competences and skills of teaching staff of non-university sector at the tertiary level in Thailand by training them with the Industry 4.0 competence development training program containing Industry 4.0 knowledge from the recently developed courses of MSIE 4.0 curriculum, teaching skills development and learning experience-focused course design and development
- Development of innovative training modules, training materials, and delivery process for the Industry 4.0 competence development training program according to ECTS
- Implementation of modern ICT tools and methodologies for effective training
- Training trainers for Thai partner universities by EU partners for the sustainability of the competence development training program
- Establishment of an Innovative Teaching and Learning Center for Thailand Sustainable Smart Industry for continuing providing training, advice, forum and a channel of communication to support professional development and lifelong learning of the staff of academic institutes at the tertiary level as well as technical training for industry
- Setup of training network among the members of partner universities and of associated partners around the Innovative Teaching and Learning Center for Thailand Sustainable Smart Industry to ensure the sustainability of the project results and to be in line with European policy and practice in Thailand.

3 ReCap 4.0 Consortium

3.1 Consortium Members

The ReCap 4.0 Consortium consists of 8 partners of whom 5 are from Thailand and 3 are from EU partner universities. The 8 partners, in the same order as in the Annex IV of the Grant Agreement, are as follows:

- P1: Asian Institute of Technology - AIT (Project Coordinator)
- P2: King Mongkut's University of Technology North Bangkok - KMUTNB (Partner)
- P3: Khon Kaen University - KKU (Partner)
- P4: Mahidol University – MU (Partner)
- P5: Prince of Songkla University - PSU (Partner)
- P6: Mary Immaculate College, Ireland – MIC (Partner)
- P7: University Politehnica of Bucharest, Romania - UPB (Partner)
- P8: University of Minho, Portugal - UMinho (Partner)

Besides, there are also associated partners from Rajabhat Universities and private companies.

3.2 Organisation Structure

The consortium is structured as illustrated in Figure 1. It composes of PEC, PC, WPLs, and WP members.

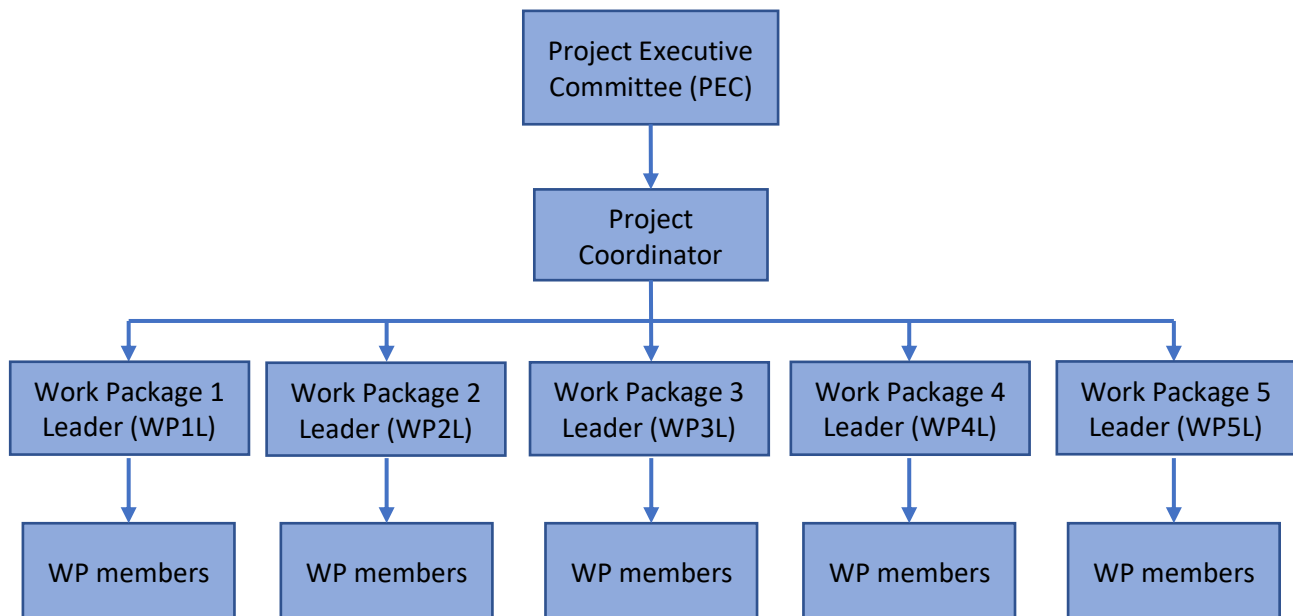


Figure 1. Organization Structure

3.3 Roles and Responsibilities

3.3.1 Project Executive Committee (PEC)

The Project Executive Committee is the highest and ultimate decision-making board and its main task is project governance. This body is composed of one representative from each project partner (i.e., partner leader or PL) and will work under the supervision of the project coordinator (PC). The PEC will meet at the kick-off meeting and there will be 6 other meetings afterward for making intermediate decisions and for project closure. The PEC will monitor and assess the actual progress of the project and decide on amendments if necessary. In particular, the PEC will be responsible for the following tasks:

General Functions

- Establishing Quality Control and Monitoring Board (QCMB);
- Analysing reports, communication issues, and dissemination of the project results among the partners and external project partners;
- Resolving problems and taking corrective actions;
- Resolving conflicts that may arise among the consortium members, when these conflicts cannot be solved by the lower management bodies;
- Collecting and submitting the required academic, technical, financial and administrative data of their teams.
- Approving of any changes in the consortium agreement and recommending acceptance of changes to management board or partners;
- Deciding on withdrawal of partnership.

Planning Phase

- Approving a Project Management and Communication Plan (PMCP);
- Approving a Quality Control and Monitoring Plan (QCMP);
- Approving a Dissemination, Exploitation and Sustainable Plan (DESP);
- Approving a capacity assessment execution plan;
- Approving a capacity training execution plan;
- Approving a budget plan.

Managing Phase

- Reviewing project at regular Project Executive Committee Meetings;
- Approving changes to the project plan;
- Reviewing risk-mitigation plans;
- Reviewing/approving changes in contract commitments;
- Reviewing/approving project deliverables;
- Approving project/phase completion.
- Tracking budget expenses of their team and making recommendations as needed.

Closeout Phase

- Ensuring EU COMMISSION acceptance;
- Signing-off on Project Closure document;
- Ensuring closing of accounting/financial files;
- Participating in the final conference.

3.3.2 Project Coordinator (PC)

The project coordinator is responsible for coordination of activities in compliance with the contract with the EU-Commission and interacts with the ECEA and third parties in relation to the project. The PC has total responsibility for the overall project and its successful completion. To succeed in this responsibility, the PC must work closely with EACEA and its assigned project officer to ensure that adequate resources are applied. The PC also has responsibility for planning and ensuring that the project is successfully completed on time, within budget, and at an acceptable level of quality. The PC will be in charge of fulfilling the following duties:

General Functions

- Being a contact person between the Project and the EU Commission;
- Formalizing Partnership Agreements, legal activities, tasks and networking among the project partners;
- Establishing Project Executive Committee (PEC);
- Creating a consortium structure with the assistance of the project team;
- Monitoring the compliance of the Grant Agreement, assessment and control of any deviation in the progress of the project;
- Monitoring the executions of the project plans;
- Academic coordination: this task will mainly focus on various aspects of the academic activities within the project, including making academic choices, resolving conflicts of interest, putting in

place corrective actions whenever required, managing risks by identifying and classifying them and by putting them in contingency plans, establishing and assessing academic success criteria;

- Planning management meetings for the project;
- Preparing and submitting mid-term and final project reports;
- Implementing project policies and procedures;
- Acquiring resources required to accomplish project tasks;
- Managing the project team;
- Maintaining excellent communication with all project partners.

Planning Phase

- Developing a project management and communications plan covering project management, execution, communications, resource allocation, budget and risk management with the assistance of the project team;
- Ensuring that the plan is approved and baselined.

Managing Phase

- Managing day-to-day tasks and provide direction to team members performing work on the project.
- Reviewing regularly the project status, comparing budgeted to actual values.
- Reviewing regularly the project schedule, comparing baseline schedules to actual work completed.
- Ensuring that the project plan is updated and signed-off as needed.
- Tracking budget expenses and making recommendations as needed.
- Reviewing the results of quality assurance reviews.
- Participating in PEC meetings to approve product/project changes.
- Reviewing project risks and establishing mitigation procedures.

Closeout Phase

- Developing an action plan for any product deficiencies, open issues, etc.
- Obtaining EACEA and management approval of completed project.
- Closing-out open action items.
- Preparing Project Closure document
- Closing-out any financial accounts or charge codes.
- Conducting Outcomes Assessment Meeting
- Creating Outcomes Assessment Report
- Assisting as needed with any post-project delivery audits.
- Assisting purchasing contract administrator(s) in contract closeout.
- Archiving all project data.
- Celebrating success with project partners and the project team.

3.3.3 Work Package Leaders (WPLs) and Co Work Package Leaders (Co-WPLs)

Work package leaders and co- work package leaders are responsible for the proper execution of WP activities and of the delivery of the WP outputs as promised in the awarded proposal on time. WPLs and Co-WPLs will work closely with the PC and other WPLs.

Each WPL or Co-WPL will be responsible for reporting the progress of their WP to the PC and in the PEC meetings, and will be responsible for:

General Functions

- Being a contact person between the WP and the PC and other WP leaders;
- Establishing WP team composing of all representatives from all partners;
- Participating in the detailed planning, monitoring and reporting of each task in the WP;
- Managing tasks in individual WP to ensure that output performance, costs and deadlines are met.
- Monitoring and being responsible for academic and technical progress of the tasks in the WP;
- Preparing and submitting WP quarterly reports;
- Managing the WP as a self-contained entity to ensure that the involved partner will commit to use the required resources to carry out the tasks in the WP;
- Supporting the PC for preparations of mid-term and final project reports;
- Acquiring resources required to accomplish project tasks;
- Managing the WP team;
- Maintaining excellent communication within the WP and with the PC and other WP leaders.

Planning Phase

- Developing a plan for WP covering WP management, execution, communications, and risk management with the assistance of the project team;
- Ensuring that the plan is approved and baselined.

Managing Phase

- Managing day-to-day tasks and provide direction to team members performing work on the WP.
- Reviewing regularly the WP schedule, comparing baseline schedules to actual work completed.
- Ensuring that the WP Plan is updated and signed-off as needed.
- Reviewing WP risks and establishing mitigation procedures.

Closeout Phase

- Developing an action plan for any product deficiencies, open issues, etc.
- Closing-out open action items.
- Preparing WP Closure document
- Conducting Outcomes Assessment meeting
- Creating WP Outcomes Assessment Report
- Assisting as needed with any post-project delivery audits.
- Archiving all project data.
- Celebrating success with project partners and the WP team.

3.3.4 Project Members

Project members have responsibility for conducting project activities. The members, as necessary, assist the PC and WP Leaders in planning the development effort and help construct commitments to complete the project within established schedule and budget constraints.

3.3.5 Project Administrative Team

The technical and administrative activities of the project will be assured by the PC with the help of the administrative team from AIT. The duties are as follows:

- Daily administrative/financial management of the project, reporting, financial accounting/cost claiming and budgeting.
- Establishment of a budget and schedule-controlling system.
- Collection and storage of data for monitoring
- Control of the use of resources and budgetary execution.

3.4 Lists of PEC and Administrative Members

Table 1. Project Executive Committee

Partner	Role	Name	Email
AIT	Chair	Pisut Koomsap	pisut@ait.asia
KMUTNB	Member	Athakorn Kengpol	athakorn.kengpol@gmail.com
KKU	Member	Kanchana Sethanan	ksethanan@gmail.com
MU	Member	Eakkachai Warinsiriluck	eakkachai.war@mahidol.edu
PSU	Member	Thanate Ratanawilai	thanate.r@psu.ac.th
MIC	Member	Cathal de Paor	cathal.depaor@mic.ul.ie
UPB	Member	Manuela-Roxana Dijmarescu	manuela.dijmarescu@upb.ro
UMinho	Member	Rui M. Lima	rml@dps.uminho.pt

Table 2. Administrative Members

WP	Role	Name	Partner	Email
6	PC	Pisut Koomsap	AIT	pisut@ait.asia
1	WPL	Rui M. Lima	UMinho	rml@dps.uminho.pt
	Co-WPL	Athakorn Kengpol	KMUTNB	athakorn.kengpol@gmail.com
2	WPL	Pisut Koomsap	AIT	pisut@ait.asia
	Co-WPL	Cathal de Paor	MIC	cathal.depaor@mic.ul.ie
3	WPL	Thanate Ratanawilai	PSU	thanate.r@psu.ac.th
	Co-WPL	Kanchana Sethanan	KKU	ksethanan@gmail.com
4	WPL	Andrei Szuder	UPB	szuder@yahoo.com
	Co-WPL	Danaipong Chetchotsak	KKU	cdanai@kku.ac.th
5	WPL	Tuangyot Supeekit	MU	tuangyot.sup@mahidol.edu
	Co-WPL	Pisut Koomsap	AIT	pisut@ait.asia

3.5 Decision Making

All main project decisions will be made in PEC regular meetings. PEC decisions will be consensual, but if it is necessary, a voting procedure will be applied. All PEC members will have one vote. However, there may be urgent cases that need immediate decisions to move the project forward. In such the cases, PC will communicate with all PEC members via email, and/or WhatsApp messaging application to reach the decisions. If it is necessary, a voting procedure will be applied via the Doodle application. Operational decisions will be made in line with PMCP by the PC, and by the WPLs for the work package level. Country-level decisions, when applicable, will be made by the partners with informing the PC, when necessary. All decisions will be documented and saved in a project archive.

For all cases and at all levels that are communicated via email and/ or WhatsApp, related members have five working days to respond. An absence of a response will be interpreted as support the case. If voting is needed, the members have two days to cast his or her vote. An absence of a response will be interpreted as a vote for the case.

3.6 Member Identification Numbers

For documentation purpose, all project members will have identification numbers assigned by their team leaders. These numbers will be used in staff convention, financial reports and member access. The members will also have reference numbers for travel reports. Details are as follows:

- ID number for staff convention: PX-ID-C.
 - “PX” is partner id: P1-AIT, P2-KMUTNB, P3-KKU, P4-MU, P5-PSU, P6-MIC, P7-UPB and P8-UMinho.
 - “ID” is staff id for the project partner (e.g., 01, 02, ...)
 - “C” is staff categories: Manager (M), Teacher/Researcher (R), Technical staff (T) and Administrative staff (A)

- For example, P1-01-M is a ref no. of Pisut for reporting as a manager and P1-01-R is a ref no. of Pisut for reporting as a teacher.
- Reference number for travel report: PX-ID-XX.
 - “PX” is partner id according to the order in annex IV of the Grant Agreement.
 - “ID” is staff id for the project partner (e.g., 01, 02, ...)
 - “XX” is the two digits order of the travel that an individual member reports
 - For example, P1-01-02 is a ref no. of Pisut for reporting a second trip.

4 Project Operations Management

4.1 Project Activities and Deliverables

ReCap 4.0 contains six work packages (WPs) focusing on five different aspects: preparation, development, quality, dissemination, and management. The preparation phase will cover the first half of the first project year when the main focus will be on assessing the current competence of teaching staff of the non-university at the tertiary level in Thailand (WP1). The activities cover reviewing teaching staff profile, acquire their competence via survey, and make assessment and suggestions. An assessment plan will be designed and the survey will be conducted by Thai partners. Results will be analyzed to reach recommendations on the areas requiring emphasis in the training program.

The development phase has two main phases: developing an Industry 4.0 competence development training program (WP2) and giving training to targeted trainees who are the teaching staff of the non-university sector in Thailand (WP3). The development of an Industry 4.0 competence development training program will start at the beginning of the project. A tentative program will be set up and finalized after receiving the recommendations from WP1. This program will have 10 modules to be offered by both EU and Thai trainers. It is foreseen that the language barrier between EU trainers and the Thai trainees will hinder the learning of the trainees. Therefore, training the Thai trainers will be a part of the training program development which not only alleviates the language barrier but also initiates the sustainability of the project. As a result, the training program will be conducted in Thai for the targeted trainees. Assessments will be conducted in both phases to ensure the Thai trainers are trained and the trainees will be capable of delivering knowledge and skills effectively. Quality and monitoring activities (WP4) including external audits will be conducted to ensure the project quality. Dissemination (WP5) of the project results will also be done throughout the project lifetime.

4.1.1 WP1 Non-University Capacity Assessment

WP1 will be conducted during the first half of the first project year when the main focus will be on assessing the current competence of teaching staff of the non-university at the tertiary level in Thailand. It is necessary to have a better understanding of their competence, especially on their familiarity with Industry 4.0, innovative teaching and learning methods and curriculum development.

P8 and P2 will co-lead this WP. The activities cover reviewing teaching staff profiles, acquire their competence via survey, and make assessments and recommendations. An assessment plan and assessment form will be developed. Some information will be acquired from the universities' websites, and the survey will be conducted by Thai partners. Results will be gathered and analyzed by the WP1 team to reach recommendations for WP2 to adjust the Industry 4.0 competence development training program to strengthen the areas of weakness which will enhance their teaching competence.

Since the leaders have experience with this WP, the capacity assessment execution plan and assessment form are expected to be ready by the ends of the first month and the second month respectively. Collecting data and surveying the target group will require a few months. Consequently, the assessment results and recommendations will be available at the end of the sixth month.

WP1 Tasks

- Task 1.1 Developing a capacity assessment execution plan
- Task 1.2 Designing a capacity assessment form
- Task 1.3 Conducting non-university capacity assessment
- Task 1.4 Summarize, interpret results and recommendations

WP1 Deliverables

- WP1-1.1 A capacity assessment execution plan (at the end of M1)
- WP1-1.2 A capacity assessment form (M2)
- WP1-1.3 An assessment report on non-university capacity, including recommendations on emphasis areas for the Industry 4.0 competence development training program (M6)

4.1.2 WP2 Sustainable Development of Industry 4.0 Competence Development Training Program

WP2 focuses on the development of an Industry 4.0 Competence Development Training Program that is critical to the success of the project. This program will have 10 modules covering three major areas of competence development. The first area will be on Industry 4.0 knowledge extracted from some of the recently developed sixteen courses of MSIE 4.0 curriculum that is sufficient for our trainees to understand and to have a chance to experience hands-on activities. The second area will be teaching skills enhancement. The trainees will be introduced to innovative teaching and learning methods including project-based and problem-based learnings and trained on mentoring and coaching as well as communications. The last area will be curriculum development. They will learn an innovative learning experience-focused course design and development that has been developed in MSIE 4.0 project. The 10 modules will complete with innovative training materials.

There will be both EU and Thai trainers who are an expert in those modules. Each module will be 5 days for 15 hours.

To avoid the foreseen language barrier between the EU trainers and trainees, training the trainer will also be done in this WP. The EU trainers will train a group of 12 Thai trainers in English and these Thai trainers will train the trainees in Thai. All the Thai trainers trained will be assessed by the EU trainers before they can deliver the training to ensure the quality of delivery. This training the trainer task also supports the sustainability of this training program.

EU members will play a critical role for the success of this WP. Not only provide training, they will also help setting up an Innovative Teaching and Learning Center for Thailand Sustainable Smart Industry during the last year of the project to ensure the sustainability of the project outcomes and continue strong partnerships after the project ends.

WP2 Tasks

- Task 2.1 Designing an Industry 4.0 Competence Development Training Program

- Task 2.2 Developing innovative training materials
- Task 2.3 Developing a capacity training assessment
- Task 2.4 Training the Thai trainers
- Task 2.5 Coaching the Thai trainers
- Task 2.6 Assessing the Thai trainers
- Task 2.7 Setting up an Innovative Teaching and Learning Center for Thailand Sustainable Smart Industry

WP2 Deliverables

- WP2-2.1 An Industry 4.0 Competence Development Training Program (M7)
- WP2-2.2 Innovative training materials for 10 modules (M9)
- WP2-2.3 A capacity training assessments form (M3)
- WP2-2.4 12 Thai trainers trained in program design (for higher education contexts), and in the use of innovative learner-centered teaching and assessment methods (M30)
- WP2-2.5 An assessment report of the Thai trainers's competence in the use of knowledge and skills gained in the higher education teaching (M31)
- WP2-2.6 An Innovative Teaching and Learning Center for Thailand Sustainable Smart Industry (M33)

4.1.3 WP3 Capacity Training for Non-University Sector at Tertiary Level in Thailand

WP 3 focuses on reinforcing capacity for the non-university sector at the tertiary education level in Thailand, the main objective of ReCap 4.0. The Industry 4.0 competence development training program developed in WP2 will be implemented for target trainees in this WP. The Thai trainers will deliver all the training modules to avoid the language barrier and to achieve the competence development of the trainees.

Although there will be no registration fee for attending the training program, the trainees may be demotivated from long travel distance to P1-AIT and by related expenses; therefore, the training program will be offered at Thai partner universities in their regions for their convenience. For each training module, a team of two trainers, one from the localhost and another from another Thai partner university will provide training. They will also be the coach during the coaching session after the completion of the training session. All training modules will be active learning for 15 hours long spreading typically throughout the weekdays so that the trainees will have time to do self-study between subtopics. Task assignments will be given to the trainees to practice during a coaching session when the trainers will provide consultancy and make an assessment at the end of the session.

WP3 Tasks

- Task 3.1 Developing capacity training execution plan
- Task 3.2 Conducting capacity training on Industry 4.0 competence development
- Task 3.3 Coaching trained capacity
- Task 3.4 Assessing trained capacity

WP3 Deliverables

- WP3-3.1 A capacity training execution plan (M4)
- WP3-3.2 60 trained teaching staff from non-university sector at tertiary level (M33)

- WP3-3.3 An assessment report of trained teaching staff from non-university sector at tertiary level (M35)

4.1.4 WP4 Quality Monitoring and Control

The European Standards & Guidelines (ESG) - standards and guidelines for quality assurance in the European Higher Education Area (EHEA) - will provide the basis for quality assurance in the project as well as the key quality assurance principles of continuous improvement. Proactive planning and corrective measures will be employed to help mitigate the identified risks and to monitor/evaluate the progress of the project. Quality Control and Monitoring (QCM) will be done continuously during the project realization.

WP4 Tasks

- Task 4.1 Developing a quality control and monitoring system
- Task 4.2 Implementing the internal quality control & monitoring of the project
- Task 4.3 Inviting independent external evaluation of the project results
- Task 4.4 Inviting independent external financial audit

WP4 Deliverables

- WP4-4.1 Quality Control & Monitoring System (M1)
- WP4-4.2 Internal quality control & monitoring (on a regular basis until the end of the project)
- WP4-4.3 External quality control & monitoring (M18 and M35)
- WP4-4.4 External financial audit M36)

4.1.5 WP5 Dissemination and Exploitation of Project Results

The WP5's main objective is to promote the visibility of the project, its outputs and products, beyond the members of the consortium to the main target groups and key stakeholders. This will be done through the use of various dissemination channels and means.

A Dissemination Exploitation and Sustainability Plan (DESP) will be developed by the WP5 leader and co-leader with the participation of the project coordinator and with the consultation of other members of the consortium. In the DESP the partner institutions will establish the strategy for dissemination, exploitation and sustainability of special designed activities and outcomes; the target groups; dissemination channels; promotional materials; dissemination, exploitation and sustainability detailed plan.

WP5 Tasks

- Task 5.1 Development of a Dissemination, Exploitation & Sustainable Plan,
- Task 5.2 Creating a project website and maintaining it throughout the project lifetime to support the dissemination strategy, and communication and collaboration among partners
- Task 5.3 Inviting non-university sector to participate in the training program and preparing for online training registration
- Task 5.4 Production of dissemination materials,
- Task 5.5 Publications in professional journals, newspapers, magazines, brochures and social media

- Task 5.6 Setting up training network among the members of partner universities of associated partners
- Task 5.7 Organizing dissemination events with relevant stakeholders,
- Task 5.8 Organizing the final dissemination-sustainability conference.

WP5 Deliverables

- WP5-5.1 A Dissemination, Exploitation and Sustainable Plan (DESP) (M1)
- WP5-5.2 A project website (M1)
- WP5-5.3 A list of registered trainees from the non-university sector at tertiary level in Thailand (M4)
- WP5-5.4 Dissemination materials (e.g., brochures, flyers, newsletters) (every quarter)
- WP5-5.5 Publications in professional journals, newspapers, magazines, brochures and social media (every 6 months after M18)
- WP5-5.6 A list of the members of the Innovative Teaching and Learning Center for Thailand Sustainable Smart Industry (M35)
- WP5-5.7 Dissemination events (during the meeting weeks in Thailand and after the completion of key activities)
- WP5-5.8 A dissemination-sustainability conference (M35)

4.1.6 WP6 Project Management

Based on the binding agreements between partners, transparency and commitment are imposed on all engaged partners, and thus, facilitate an unobstructed and successful project evolution as planned. Any deviation in the progress of activities, costs, financing, and fulfilment of contractual obligations will be monitored and controlled. Contingency measures will be elaborated for the effective and timely application of any corrective action that may be deemed necessary, and procedures for the management of quality will be implemented.

To share responsibilities, duties and to ensure interaction among partners, a Partnership Agreement (PA) will be prepared and signed at the kick-off meeting. The purposes of this Partnership Agreement are:

- To assign the tasks to project partners;
- To manage the activities effectively;
- To define the rights and obligations of the project partners.

The PA will be part of the Project Management and Communication Plan- PMCP which will be the main tool for project management (Task 6.1).

WP6 Tasks

- Task 6.1 Finalizing management structure
- Task 6.2 Organizing kick-off & regular consortium meetings
- Task 6.3 Monitoring & controlling the project
- Task 6.4 Closing the project

WP6 Deliverables

- WP6-6.1 Project Management & Communication Plan (PMCP) (M1)
- WP6-6.2 Kick-off & regular consortium meetings (M1, M9, M13, M19, M24, M28, and M34)
- WP6-6.3 Documents on daily project administration and coordination (between the meeting)
- WP6-6.4 Midterm progress and final reports for the project (M18 and M36)

4.2 Responsibilities and Resources Allocations of Partners

The distribution of responsibilities and tasks is clear, appropriate, and according to the specific expertise and capacity, the commitment and active contribution of project partners. There are 6 work packages in this project. For the first five WPs, two partners have been appointed as leading partners taking into account their skills, and previous experience. They will be responsible for managing the WPs and delivery of the results. The project coordination is assured by the PC as the leader of WP6 and participation of all partners.

- WP1 Non-university capacity assessment (Leader: UMinho; Co-leader: KMUTNB)
- WP2 Sustainable Development of Industry 4.0 Competence Development Training Program (Leader: AIT; Co-leader: MIC)
- WP3 Capacity Training for Non-University Sector at Tertiary Level in Thailand (Leader: PSU; Co-leader: KKU)
- WP4 Quality Monitoring and Control (Leader: UPB; Co-leader: KKU)
- WP5 Dissemination and Exploitation of Project Results (Leader: MU; Co-leader: AIT)
- WP6 Project Management (Leader: AIT)

7% of workload is dedicated to WP1, 26% for WP2, 23% for WP3, 14% for WP4, 14% for WP5 and 16% for WP6. Teachers/trainers contribute about 63% of workload, Technical staffs contribute about 16%, Administrative and management supports are 6% and 16% respectively.

Key roles and responsibilities of all partners are as follows:

- P1-AIT will be WP2 and 6 leaders and WP5 co-leader, and task leader for 2.1, 2.2, 2.4-2.7, 3.4, 5.2, 5.3, 5.6, 5.8, and 6.1-6.4
- P2-KMUTNB will be WP1 co-leader and task leader for 1.3
- P3-KKU will be WP 3 and 4 co-leaders and task leader for 4.3 and 4.4
- P4-MU will be WP5 leader and task leader for 5.1, 5.2, 5.4, 5.5 and 5.7
- P5-PSU will be WP3 leader and task leader for 3.1 - 3.3
- P6-MIC will be WP2 co-leader and task leader for 2.3
- P7-UPB will be WP4 leader, and task leader for 4.1 and 4.2
- P8-UMinho will be WP1 leader, and task leader for 1.1, 1.2, and 1.4

The details of human resource allocated to different categories are presented in Table 3.

Table 3. Consortium partners involved and resources required to complete the work package

Work Package Ref.nr	Partner nr	Partner acronym	Country	Number of staff days ¹					Role and tasks in the work package
				Manager	Teacher	Technical Staff	Admin Staff	Total	
WP1 Non-university capacity assessment	P1	AIT	Thailand	0	9	0	0	9	Participating in Tasks 1.1, 1.2 and 1.4
	P2	KMUTNB	Thailand	10	55	30	30	125	WP co-leading Task 1.3 and participating in Tasks 1.1, 1.2, and 1.4
	P3	KKU	Thailand	0	16	15	0	31	Participating in Tasks 1.1, 1.2, 1.3 and 1.4
	P4	MU	Thailand	0	16	15	0	31	Participating in Tasks 1.1, 1.2, 1.3 and 1.4
	P5	PSU	Thailand	0	16	15	0	31	Participating in Tasks 1.1, 1.2, 1.3 and 1.4
	P6	MIC	Ireland	0	6	0	0	6	Participating in Tasks 1.1, 1.2 and 1.4
	P7	UPB	Romania	0	6	0	0	6	Participating in Tasks 1.1, 1.2 and 1.4
	P8	UMinho	Portugal	20	35	0	30	85	WP leader, leading Tasks 1.1, 1.2 and 1.4
SUBTOTAL				30	159	75	60	324	
WP2 Sustainable Development of Industry 4.0 Competence Development	P1	AIT	Thailand	20	192	50	0	262	WP leader, and leading Task 2.1, 2.2, 2.4-2.7 and participating in Task 2.3
	P2	KMUTNB	Thailand	0	12	0	0	12	Reviewing Tasks 2.1 and 2.3 and participating in Task 2.7
	P3	KKU	Thailand	0	40	10	0	50	Reviewing Tasks 2.1 and 2.3 and participating in Task 2.7
	P4	MU	Thailand	0	12	0	0	12	Reviewing Tasks 2.1 and 2.3 and participating in Task 2.7
	P5	PSU	Thailand	0	12	0	0	12	Reviewing Tasks 2.1 and 2.3 and participating in Task 2.7

nt Training Program	P6	MIC	Ireland	10	140	30	30	210	WP co-leader, and co-leading Tasks 2.1, 2.2, 2.4-2.7 and leading Task 2.3
	P7	UPB	Romania	0	102	35	0	137	Participating in Tasks 2.1-2.7
	P8	UMinho	Portugal	0	132	20	0	152	Participating in Tasks 2.1-2.7
SUBTOTAL				30	642	145	30	847	
WP3 Capacity Training for Non-University Sector at Tertiary Level in Thailand	P1	AIT	Thailand	0	222	80	0	302	Leading Tasks 3.4, participating in Tasks 3.1-3.3
	P2	KMUTNB	Thailand	0	122	40	0	162	Participating in Tasks 3.1-3.3
	P3	KKU	Thailand	15	145	80	0	270	WP co-leader and participating in Tasks 3.1-3.3
	P4	MU	Thailand	0	122	40	0	162	Participating in Task 3.1-3.3
	P5	PSU	Thailand	30	170	40	60	300	WP leader and Task leader for Tasks 3.1-3.3
	P6	MIC	Ireland	0	12	0	0	12	Participating in Tasks 3.1 and 3.4
	P7	UPB	Romania	0	12	0	0	12	Participating in Tasks 3.1 and 3.4
	P8	UMinho	Portugal	0	12	0	0	12	Participating in Tasks 3.1 and 3.4
SUBTOTAL				45	817	280	90	1232	
WP4 Quality Monitoring and Control	P1	AIT	Thailand	0	32	0	0	32	Participating in Tasks 4.1 and 4.2
	P2	KMUTNB	Thailand	0	32	0	0	32	Participating in Tasks 4.1 and 4.2
	P3	KKU	Thailand	15	90	0	30	135	WP co-leader, in charge of Tasks 4.3 and 4.4, and participating in Tasks 4.1 and 4.2
	P4	MU	Thailand	0	32	0	0	32	Participating in Tasks 4.1 and 4.2
	P5	PSU	Thailand	0	32	0	0	32	Participating in Tasks 4.1 and 4.2
	P6	MIC	Ireland	0	32	0	0	32	Participating in Tasks 4.1 and 4.2
	P7	UPB	Romania	50	140	60	80	330	WP leader, and leading Tasks 4.1 and 4.2
	P8	UMinho	Portugal	0	32	0	0	32	Participating in Tasks 4.1 and 4.2
SUBTOTAL				65	422	60	110	657	
WP5 Dissemination and Exploitation	P1	AIT	Thailand	15	93	105	15	228	WP co-leader, in-charge of Tasks 5.2, leading Tasks 5.3, 5.6 and 5.8, and participating in other Tasks
	P2	KMUTNB	Thailand	0	42	25	0	67	Participating in Tasks 5.1, 5.3-5.8
	P3	KKU	Thailand	0	50	25	0	75	Participating in Tasks 5.1, 5.3-5.8

of Project Results	P4	MU	Thailand	30	75	85	30	220	WP leader, leading Tasks 5.1,5.4, 5.5 and 5.7 participating in all other tasks
	P5	PSU	Thailand	0	42	25	0	67	Participating in Tasks 5.1, 5.3-5.8
	P6	MIC	Ireland	0	12	10	0	22	Participating in Tasks 5.1, 5.4-5.6
	P7	UPB	Romania	0	12	10	0	22	Participating in Tasks 5.1, 5.4-5.6
	P8	UMinho	Portugal	0	12	10	0	22	Participating in Tasks 5.1, 5.4-5.6
SUBTOTAL				45	338	295	45	723	
WP6 Project Management	P1	AIT	Thailand	120	35	10	120	285	WP leader and leading Tasks 6.2
	P2	KMUTNB	Thailand	24	15	10	0	49	PEC member and participating in Tasks 6.2 and 6.4
	P3	KKU	Thailand	24	15	10	0	49	PEC member and participating in Tasks 6.2 and 6.4
	P4	MU	Thailand	24	15	10	0	49	PEC member and participating in Tasks 6.2 and 6.4
	P5	PSU	Thailand	24	15	10	0	49	PEC member and participating in Tasks 6.2 and 6.4
	P6	MIC	Ireland	24	15	10	0	49	PEC member and participating in Tasks 6.2 and 6.4
	P7	UPB	Romania	24	15	10	0	49	PEC member and participating in Tasks 6.2 and 6.4
	P8	UMinho	Portugal	24	15	10	0	49	PEC member and participating in Tasks 6.2 and 6.4
SUBTOTAL				288	140	80	120	628	
TOTAL				503	2506	945	440	4394	



4.3 *Project Work Plan*

The project work plan document serves as the main control mechanism, both by specifying project phases and by decomposing these phases into specific tasks with associated timeframes, resources, dependencies, and deliverables. During project implementation, it also serves as a status tool by showing completion progress.

Table 4. Initial Work Plan for Project Year 1

Ref.nr/ Sub-ref nr	Activities	Total duration (number of weeks)	M1	M2	M3	M4	M5	M6	M7	M8	M9	M10	M11	M12
	Title													
Task 1.1	Developing a capacity assessment execution plan	3	3=,2X											
Task 1.2	Designing capacity assessment	2		2=,x										
Task 1.3	Conducting non-university capacity assessment	8			2x	2x	2x	2x						
Task 1.4	Summarize, interpret results and recommendations	2						2=,2x						
Task 2.1	Designing an Industry 4.0 Competence Development Training Program materials	9	2=,2x	=,x	=,x	=,x	=,x	2=,2x	=,x					
Task 2.2	Developing innovative training materials	18	2=,2x	2=,2x	2=,2x	2=,2x	2=,2x	2=,2x	2=,2x	2=,2x	2=,2x			
Task 2.3	Developing a capacity training assessment	2			2=,x									
Task 2.4	Training the Thai trainers	8			2x		2=,x				=,2x	=,x	2x	X
Task 2.5	Coaching the Thai trainers	12			2x	x	=,2x	=,x			=,2x	=,x	2x	x
Task 2.6	Assessing the Thai trainers	4				x		=				=		X
Task 3.1	Developing capacity training execution plan	3			=,x	=,2x								
Task 3.2	Conducting capacity training on Industry 4.0 competence development	12				2x	2x	2x	2x			2x	2x	
Task 3.3	Coaching trained capacity	12					2x	2x	2x	2x			2x	2x
Task 3.4	Assessing trained capacity	6					x	x	x	x			x	x
Task 4.1	Developing a quality control and monitoring system	3	3=,2x											
Task 4.2	Implementing the internal quality control and monitoring system	6		2=,x		2=,x		2=,x		2=,x		2=,x		x2=,x
Task 5.1	Development of a Dissemination, Exploitation and Sustainable plan	3	3=,3x											
Task 5.2	Creating a project website and maintaining it throughout the project lifetime to support the dissemination strategy, and communication and collaboration among partners	14	3x	X	X	x	x	x	x	x	x	x	x	X
Task 5.3	Inviting non-university sector to participate in the training program and preparing for online training registration	8	2x	2x	2x	2x								
Task 5.4	Production of dissemination materials,	8			=,2x			=,2x			=,2x			=,2x
Task 5.7	Organizing dissemination events with relevant stakeholders	2	=,x						x					
Task 6.1	Finalizing management structure	3	3=,3x											



Task 6.2	Organizing kick-off and regular consortium meetings	4	=,2x								2=x			
Task 6.3	Monitoring and controlling the project	12	X	x	x	x	x	x	x	x	x	x	x	X

Table 5. Adjusted Work Plan for Project Year 1

Ref.nr/ Sub-ref nr	Activities	Total duration (number of weeks)	M1 Nov 20	M2 Dec 20	M3 Jan 21	M4 Feb 21	M5 Mar 21	M6 Apr 21	M7 May 21	M8 Jun 21	M9 Jul 21	M10 Aug 21	M11 Sep 21	M12 Oct 21
	Title													
Task 1.1	Developing a capacity assessment execution plan	3				3=,2X								
Task 1.2	Designing capacity assessment	6					2=,x	2=,x	2=,x					
Task 1.3	Conducting non-university capacity assessment	4								4x				
Task 1.4	Summarize, interpret results and recommendations	2									2=,2x			
Task 2.1	Designing an Industry 4.0 Competence Development Training Program materials	9				2=,2x	=,x	=,x	=,x	=,x	2=,2x	=,x		
Task 2.2	Developing innovative training materials	14						2=,2x	2=,2x	2=,2x	2=,2x	2=,2x	2=,2x	2=,2x
Task 2.3	Developing a capacity training assessment	4					2=,2x	2=,2x						
Task 2.4	Training the Thai trainers	4							2x			2=,x		
Task 2.5	Coaching the Thai trainers	8								2x	2x		2=	2=
Task 2.6	Assessing the Thai trainers	2									x			=
Task 3.1	Developing capacity training execution plan	3											=,x	=,2x
Task 3.2	Conducting capacity training on Industry 4.0 competence development	7										3x	X	3x
Task 3.3	Coaching trained capacity	4											2x	2x
Task 3.4	Assessing trained capacity	2											X	X
Task 4.1	Developing a quality control and monitoring system	3	3=,2x											
Task 4.2	Implementing the internal quality control and monitoring system	6		2=,x		2=,x		2=,x		2=,x		2=,x		x2=,x
Task 5.1	Development of a Dissemination, Exploitation and Sustainable plan	3					3=,3x							
Task 5.2	Creating a project website and maintaining it throughout the project lifetime to support the dissemination strategy, and communication and collaboration among partners	11				3x	x	x	x	x	x	x	x	X
Task 5.3	Inviting non-university sector to participate in the training program and preparing for online training registration	8							2x	2x	2x	2x		
Task 5.4	Production of dissemination materials,	8							=,2x			=,2x		=,2x
Task 5.7	Organizing dissemination events with relevant stakeholders	1					=,x							
Task 6.1	Finalizing management structure	3	3=,3x											



Task 6.2	Organizing kick-off and regular consortium meetings	4					=,2x				2=,x			
Task 6.3	Monitoring and controlling the project	10			x	x	x	x	x	x	x	x	x	X

Table 6. Initial Work Plan for Project Year 2

Ref.nr/ Sub-ref nr	Activities	Total duration (number of weeks)	M13	M14	M15	M16	M17	M18	M19	M20	M21	M22	M23	M24
	Title													
Task 2.4	Training the Thai trainers	4			2=x				2=x					
Task 2.5	Coaching the Thai trainers	6				=,2x	=,x			=,2x	=,x			
Task 2.6	Assessing the Thai trainers	2					=				=			
Task 3.2	Conducting capacity training on Industry 4.0 competence development	16		3x	X		3x	X		3x	X	3x	X	
Task 3.3	Coaching trained capacity	14			2x	2x		2x	2x		2x	2x	2x	
Task 3.4	Assessing trained capacity	8			X	X		X	X		X	X	X	X
Task 4.2	Implementing the internal quality control and monitoring of the project	12		2=x		2=x		2=x		2=x		2=x		2=x
Task 4.3	Inviting independent external evaluation of the project results	2	=,2x											
Task 5.2	Creating a project website and maintaining it throughout the project lifetime to support the dissemination strategy, and communication and collaboration among partners,	12	X	X	X	X	X	X	X	X	X	X	X	X
Task 5.4	Production and dissemination of project materials,	8			=,2x			=,2x			=,2x			=,2x
Task 5.5	Publications in professional journals, newspapers, magazines, brochures and social media,	4						2=,2x						2=,2x
Task 5.7	Organizing dissemination events with relevant stakeholders	2	=,x											=,2x
Task 6.2	Organizing kick-off and regular consortium meetings	6	=,2x						2=x					=,2x
Task 6.3	Monitoring and controlling the project	12	X	X	X	X	X	X	X	X	X	X	X	X

Table 7. Adjusted Work Plan for Project Year 2

Ref.nr/ Sub-ref nr	Activities	Total duration (number of weeks)	M13 Nov 21	M14 Dec 21	M15 Jan 22	M16 Feb 22	M17 Mar 22	M18 Apr 22	M19 May 22	M20 Jun 22	M21 Jul 22	M22 Aug 22	M23 Sep 22	M24 Oct 22
	Title													
Task 2.2	Developing innovative training materials	4	2=,2x	2=,2x										
Task 2.4	Training the Thai trainers	6	2=,x				2x				2=,x			
Task 2.5	Coaching the Thai trainers	6			=,2x	=,x			=,2x	=,x				
Task 2.6	Assessing the Thai trainers	2				=				=				
Task 3.2	Conducting capacity training on Industry 4.0 competence development	20	X	3x	X	3x	X			3x	X	3x	X	3x
Task 3.3	Coaching trained capacity	20	2x	2x	2x	2x	2x	2x			2x	2x	2x	2x
Task 3.4	Assessing trained capacity	10	X	X	X	X	X	X			X	X	X	X
Task 4.2	Implementing the internal quality control and monitoring of the project	12		2=,x		2=,x		2=,x		2=,x		2=,x		2=,x
Task 4.3	Inviting independent external evaluation of the project results	4		=,x	=,x			2=,2x						
Task 5.2	Creating a project website and maintaining it throughout the project lifetime to support the dissemination strategy, and communication and collaboration among partners,	12	X	X	X	X	X	X	X	X	X	X	X	X
Task 5.4	Production and dissemination of project materials,	8			=,2x			=,2x			=,2x			=,2x
Task 5.5	Publications in professional journals, newspapers, magazines, brochures and social media,	4						2=,2x						2=,2x
Task 5.7	Organizing dissemination events with relevant stakeholders	2	=,x											=,2x
Task 6.2	Organizing kick-off and regular consortium meetings	6	=,2x						2=,x					=,2x
Task 6.3	Monitoring and controlling the project	12	X	X	X	X	X	X	X	X	X	X	X	X

Table 8. Initial Work Plan for Project Year 3

Ref.nr/ Sub-ref nr	Activities	Total duration (number of weeks)	M25	M26	M27	M28	M29	M30	M31	M32	M33	M34	M35	M36
	Title													
Task 2.4	Training the Thai trainers	4			2=x				2=x					
Task 2.5	Coaching the Thai trainers	6			=,2x	=,x			=,2x	=,x				
Task 2.6	Assessing the Thai trainers	2					=				=			
Task 2.7	Setting up an Innovative Teaching and Learning Center for Sustainable Smart Industry	9	=,x	=,x	=,x	=,x	=,x	=,x	=,x	=,x	=,x			
Task 3.2	Conducting capacity training on Industry 4.0 competence development	12		3x	X		3x	X	3x	X				
Task 3.3	Coaching trained capacity	12			3x	3x		3x	3x	3x	3x			
Task 3.4	Assessing trained capacity	9			X	X		X	X	X	X	X	2x	
Task 4.2	Implementing the internal quality control and monitoring of the project results	12		2=x		2=x		2=x		2=x		2=x		2=x
Task 4.3	Inviting independent external evaluation of the project results	2	=,2x											
Task 4.4	Inviting independent external financial audit	2			=,2x									
Task 5.2	Creating a project website and maintaining it throughout the project lifetime to support the dissemination strategy, and communication and collaboration among parents	12	X	X	X	X	X	X	X	X	X	X	X	X
Task 5.4	Production of dissemination materials,	8			1=,2x			1=,2x			1=,2x			1=,2x
Task 5.5	Publications in professional journals, newspapers, magazines, brochures and social media	4						2=,2x						2=,2x
Task 5.6	Setting up training network among the members of partner universities and of associated partners	7						=,x	=,x	=,x	=,x	=,x	=,x	=,x
Task 5.7	Organizing dissemination events with relevant stakeholders	2			=,x					=,x				
Task 5.8	Organizing the final dissemination-sustainability conference	6									2x	2x	2x	
Task 6.2	Organizing kick-off and regular consortium meetings	4				2=x						=,2x		
Task 6.3	Monitoring and controlling the project	12	X	X	X	X	X	X	X	X	X	X	X	X
Task 6.4	Closing the project	8									=,x	2=,2x	2=,2x	2=,3x

Table 9. Adjusted Work Plan for Project Year 3

Ref.nr/ Sub-ref nr	Activities	Total duration (number of weeks)	M25 Nov 22	M26 Dec 22	M27 Jan 23	M28 Feb 23	M29 Mar 23	M30 Apr 23	M31 May 23	M32 Jun 23	M33 Jul 23	M34 Aug 23	M35 Sep 23	M36 Oct 23
	Title													
Task 2.4	Training the Thai trainers	4	2=x				2=x							
Task 2.5	Coaching the Thai trainers	6		=,2x	=,x			=,2x	=,x					
Task 2.6	Assessing the Thai trainers	2				=				=				
Task 2.7	Setting up an Innovative Teaching and Learning Center for Sustainable Smart Industry	9	=,x	=,x	=,x	=,x	=,x	=,x	=,x	=,x	=,x			
Task 3.2	Conducting capacity training on Industry 4.0 competence development	13	X		3x	X	3x	X	3x	X				
Task 3.3	Coaching trained capacity	16	2x	2x		2x	2x	2x	2x	2x	2x			
Task 3.4	Assessing trained capacity	9	X	X		X	X	X	X	X	X	X	2x	
Task 4.2	Implementing the internal quality control and monitoring of the project results	12		2=x		2=x		2=x		2=x		2=x		2=x
Task 4.3	Inviting independent external evaluation of the project results	4	2=,2x					2=,2x						
Task 4.4	Inviting independent external financial audit	2			=,2x									
Task 5.2	Creating a project website and maintaining it throughout the project lifetime to support the dissemination strategy, and communication and collaboration among parents	12	X	X	X	X	X	X	X	X	X	X	X	X
Task 5.4	Production of dissemination materials,	8			1=,2x			1=,2x			1=,2x			1=,2x
Task 5.5	Publications in professional journals, newspapers, magazines, brochures and social media	4						2=,2x						2=,2x
Task 5.6	Setting up training network among the members of partner universities and of associated partners	7						=,x	=,x	=,x	=,x	=,x	=,x	=,x
Task 5.7	Organizing dissemination events with relevant stakeholders	2			=,x					=,x				
Task 5.8	Organizing the final dissemination-sustainability conference	6									2x	2x	2x	
Task 6.2	Organizing kick-off and regular consortium meetings	4				2=x						=,2x		
Task 6.3	Monitoring and controlling the project	12	X	X	X	X	X	X	X	X	X	X	X	X
Task 6.4	Closing the project	8									=,x	2=,2x	2=,2x	2=,3x

4.4 Project Operations Management Flow

The project is managed in three levels: operation (WP1, WP2, WP3, and WP5), monitoring and control (WP4), and management (WP6). Work package leaders (WPLs) manage and are accountable for their work packages (WPs). Figure 2 illustrates the project management flow. All operational tasks are initiated by WPLs who allocate the tasks to the task members nominated by the partner leaders (PLs). WPLs are responsible for updating PC the status of ongoing tasks on a quarterly basis by the 21st of the last month of a quarter. For each completed task, the responsible WPL will submit deliverable to his/her representative in QCMB for initial evaluation. The deliverable will be sent to QCMB for endorsement. The deliverable will then be submitted to PEC via PC for final approval. In case that the deliverable gets rejected at any stage, the WPL will be informed immediately. According to the quarterly reports from the WPLs, PC will submit a progress report to PEC and inform QCMB. For WP4 tasks, the chair of QCMB will initiate all tasks. With the endorsement of QCMB, the chair submits the deliverables to PEC via PC for final approval. Please be noted that the appointments of external audits require PEC approvals. For WP6 tasks, PC will submit progress reports to PEC directly for approval and inform QCMB.

Work Package Quarterly Report (WQR) is available at “<https://sites.google.com/ait.asia/resource-for-recap-4-0/home>”.

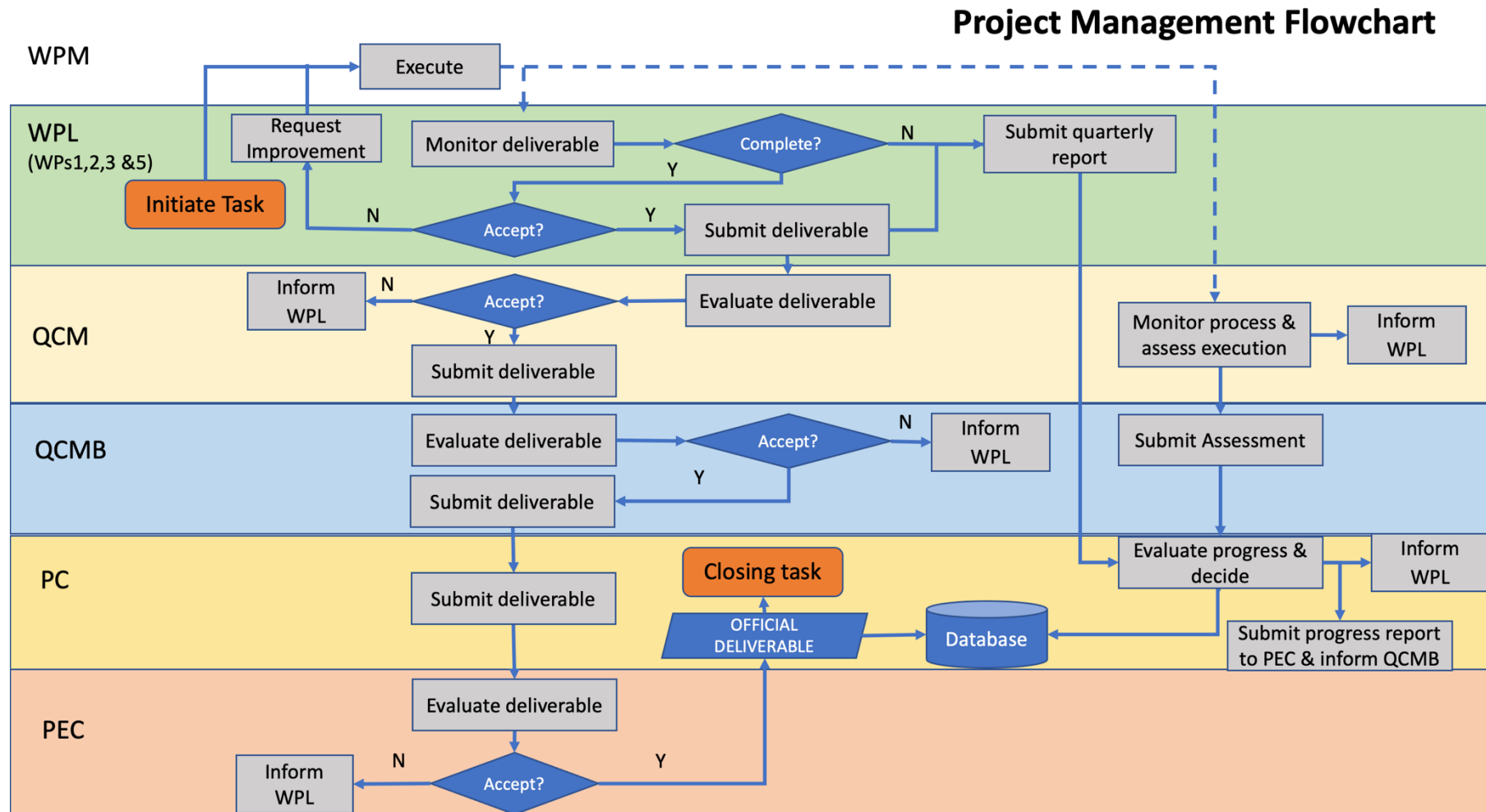


Figure 2. Project Operations Management Flow

5 Project Financial Management

This section describes the financial rules for the management of the grant to provide support to the project partners so that they can perform the local financial management in an efficient and successful way and provide all documents necessary for financial monitoring, reporting, and audits. It offers the detailed definitions of eligible and ineligible costs, instructions for preparing financial tables, a list of required supporting documents to justify incurred costs, etc. Some definitions and rules are taken in the original forms from the EU COMMISSION Guidelines for the Use of the Grant, in order to avoid any misinterpretation.

5.1 General Provisions

- The grant is calculated on the basis of actual costs for budget headings Equipment, Subcontracting and Exceptional Costs, and on the basis of Unit costs for budget headings Staff costs, Travel costs and Costs of Stay.
- For actual costs, financial reporting will be based on the principle of the expenses actually incurred which will need to be duly documented.
- For unit costs, financial reporting will be based on the principle of the triggering event. Prove is required that the activities have been actually and properly implemented and/or that the expected output(s) have been produced. The level of spending will not have to be justified.
- All partners agree to adopt the rates suggested in the Erasmus+ Programme Guide for of Unit costs for budget headings Staff costs, Travel costs and Costs of stay.
- It is important to note that not all the activities and the costs planned under the awarded maximum project budget are automatically approved by the Agency.
- The Agency reserves the right to re-evaluate the justification provided if the declared activities or outputs are questionable and if it is not accepted, no corresponding unit costs will be granted.
- Original supporting documents must be kept at the partner institutes. Readable copies must be sent to the PC with the project documentation and submitted with the final report and financial statement when specifically requested.
 - The list of supporting documents to be kept are available under each budget heading.
 - Submitting the required supporting documents is an integral part of the Agreement obligation.
- The PC may adjust the estimated budget by transfers between budget headings, provided that:
 - this adjustment of expenditure does not affect the implementation of the action,
 - the adjusted amount for one or more headings is not increased by more than 10% of the amount initially proposed, and
 - the total awarded grant is not exceeded.
- The PC will receive the total budget in three payments and will transfer to all partners in five payments.
 - Thai partners and AIT will receive their budgets in Thai Baht.
 - European partners will receive their budgets in Euro.
- Equipment costs is applicable to Thai partners only.

5.2 Financial Reporting

In order to provide adequate information on the local financial management, continuous financial reporting on a quarterly basis is highly recommended. The advantage of regular reporting is the possibility for checking the eligibility of reported costs and implementing corrective actions if necessary. Please be noted that a

financial report accompanied with corresponding supporting documents, which proves that a certain percentage of the budget is spent, is the basis for the transfer of next instalment to the partner institution. When preparing the financial report, the project partners will use the financial statement template (Excel file) provided by the EU COMMISSION. This Excel table contains the following sheets, among others:

- Staff Costs
- Travel Costs & Costs of Stay
- Equipment Costs
- Co-Financing.

Necessary forms to be completed and submitted along with the monthly financial statements will be made available on the internal project website (<https://sites.google.com/ait.asia/resource-for-recap-4-0/home>) under “Member Space” and Partner Leader Space.

For submission, please save the file in the following format “(last month covered in the report)(year)(financial_statements for)(abbreviation of the partner name)”. For example, a financial statement for UPB covered up to April 2021 is “April21 financial_statement for UPB”.

5.3 Exchange Rates

If the partner institution is from a country which has not adopted the Euro as its currency, all expenses expressed in local currency will be converted into the Euro at the average of the daily exchange rates published in the C series of the Official Journal of the European Union, determined over the corresponding reporting period (available at <http://www.ecb.europa.eu/stats/exchange/eurofxref/html/index.en.html>).

There are two reporting periods.

- Reporting period 1: from month 1 to month 21
- Reporting period 2: from month 22 to month 36.

5.4 Staff Costs

5.4.1 Eligible Staff Costs

Eligible staff costs are costs of the staff when they perform any of the four different PROJECT-RELATED types of tasks (listed in the Table 10 below) which are directly necessary for the achievement of the objective of the project. Staff costs will be calculated on the basis of the task performed and not on the status of the person.

The applicable staff categories to be applied are the following:

- Managers (including legislators, senior officials and managers) carry out top managerial activities related to the administration and coordination of project activities.
- Researchers, teachers and trainers (RTT) typically carry out academic activities related to curriculum/training programme development, development and adaptation of teaching/training materials, preparation and teaching of courses or trainings.
- Technical staff (including technicians and associate professionals) carries out technical tasks such as book-keeping, accountancy, in-house translation activities.
- Administrative staff (including office and customer service clerks) carries out administrative tasks such as secretarial duties. Students can work for the project and can be considered as

administrative staff, provided that they have signed a work contract with a consortium beneficiary institution.

5.4.2 Unit Costs for Eligible Staff Costs

Table 10. Unit costs for daily staff costs (EUR)

Country	Manager	Researcher / Teacher	Technical Staffs	Administrative Staffs
Thailand	108	80	57	45
Romania	88	74	55	39
Portugal	164	137	102	78
Ireland	294	241	190	157

5.4.3 Supporting Documents for Staff Costs

A Staff Convention (SC) is for all members employed in the project. An individual member is asked to complete this Staff Convention form right after the completion of his/her duty and to submit it to his/her team leader. The conventions must be signed by the person concerned, then signed and stamped by the person responsible in the institution where this person is engaged to work on the project. For staff performing different tasks (for instance 2, 3 or all 4 out of the 4 listed task types), a separate convention must be signed for each task type. The staff convention template can be found on the internal project website under “Member Space”.

A Monthly Time Sheet (MTS) (“diary of activities within the project for each task type”) is for all members. An individual member is asked to complete this form for a month that he/she works on the project and to submit to his/her team leader by the 7th of the following month. One sheet is for one role. For example, Pisut works as a manager for WP6 and a teacher for WP 5 and WP6 in March. He will submit two time sheets by April 7. Please be noted that there should not be more than 20 days reported for one month and a full day of work on the project is not expected except for regular meetings or trainings. This is because all members are expected to have their regular workloads.

The time-sheets must be signed by the person concerned and countersigned by the person responsible in the partner institution where this person is normally employed. They may be used for audit purposes, in order to verify that the number of hours worked is appropriate and compatible with the other activities of the staff member concerned. The number of working days given in the Time-sheet for any given task type must correspond exactly to the “duration in days” expressed in the corresponding Staff Convention.

The Monthly Time Sheet can be found on the internal project website under “Member Space”.

A Project Time Sheet is for all members. An individual member is asked to download this time sheet and keep updating at the end of each months that he/she works on the project. The input for this time sheet can be obtained from the last line of a monthly time sheet. One project sheet is for one role. For example, Pisut has two roles: manager and teacher in this project. He will have two project time sheets. For the month of March, he works 1 days as a manager for WP6, and 2 days and 3 days as a teacher for WP5 and WP6 respectively. The project time sheets will be submitted along with the staff convention form right after the completion of his/her duty.

The Project Time Sheet can be found on the internal project website under “Member Space”.

For audits and to justify salary rates for staff costs, the following documents will also be made available:

A. If staff is remunerated by the project directly (full-time, part-time, occasional or top-up of regular salary):

- Employment contract
- Proof of payment (i.e. bank statement)

B. If staff is remunerated through its normal salary (i.e. ERASMUS PLUS-CBHE related tasks are part of the regular assignment at the university):

- Employment contract
- Proof that the task is part of regular assignment
- Salary slips
- Proof of payment (i.e. bank statement)

Additional supporting documents depending on national and / or institutional regulations may also be required.

5.5 Travel Costs and Costs of Stay

Eligible travel costs and costs of stay cover **the costs of travel and subsistence allowances** of staff and students participating in activities directly related to the achievement of the project.

Travels are intended for the following activities:

1. teaching/training assignments,
2. training and retraining purpose,
3. updating programme and courses,
4. practical placements in companies, industries and institutions
5. Project management related meetings,
6. Workshops and visits for result dissemination purposes.

Please be noted that Thai members are eligible for all activities but EU members are eligible only for activities 1,3, 5 and 6. Furthermore, travel for research activities is not eligible.

5.5.1 Eligible Travel Costs

The grant contributes to the travel of staff and students involved in the project from their place of origin (home institution) to the venue of the activity and return. It includes visa fee and related obligatory insurance, travel insurance and cancellation costs if justified. If a travel is necessary to obtain a visa, the relevant unit costs for travel and, if applicable, costs of stay can be claimed.

The travel costs is calculated based on the travel distance of a one-way travel from their home institution to the venue of the activity. The distance can be determined at <http://ec.europa.eu/programmes.erasmus-plus/tools/distance.en.htm>.

In the context of a circular travel (e.g., a member departs from city A to attend a project meeting at city B and then departs from city B immediately to attend a project meeting at city C), the travel costs will be the sum of the unit costs for travel from city A to city B and for travel from city B to city C. The distance between city A and city C will not be used in the calculation because the unit costs provided cover also return trips. Stopover(s) is not applicable.

5.5.2 Unit Costs for Travel Costs

Table 11. Unit costs for travel costs

Distance	Travel Costs (EUR)
0km - 9km	0
10km - 99km	20
100km – 499km	180
500km – 1999km	275
2000km – 2999km	360
3000km – 3999km	530
4000km – 7999km	820
8000km or longer	1500

5.5.3 Costs of Stay

This budget heading is meant to provide each person participating in a mobility with a daily allowance to cover costs for subsistence, accommodation, local and public transport such as bus and taxi, personal or optional health insurance etc.

5.5.4 Unit Costs for Costs of Stay

Table 12. Unit costs for costs of stay

	Unit cost per day per participant for staff	Unit cost per day per participant for student
Up to the 14 th day of activity	120 EUR	55 EUR

5.5.5 Supporting Documents for Travel Costs and Costs of Stay

Individual Travel Report is for members who have travelled on the mission of the project. For each trip, an individual member is asked to complete this form and submit to his/her team leader along with the invitation letter, boarding passes, hotel receipts to reimburse for travel costs and costs of stay.

The form for travel report can be found on the internal project website under “Member Space”.

5.6 Equipment Costs

5.6.1 Eligible Equipment Costs

Only the purchase of equipment which is directly relevant to the objectives of the project can be considered as eligible expenditure.

The equipment must:

- be exclusively for the Partner Country Higher Education Institutions indicated in the partnership agreement,
- be for teaching purposes, not for research purposes
- be recorded in the inventory of the institution where it is installed; this institution/university is the sole owner of the equipment,

- comply with the rule of origin.

5.6.2 Supporting Documents for Equipment Costs

- Invoice(s) and bank statement(s) for all purchased equipment
- Proofs of tendering procedure and three quotations from different suppliers for purchases above EUR 25.000 but below EUR 134.000
- Proofs of tendering procedure applied according to national legislation for purchases above EUR 134.000
- Certificate of origin for equipment of a unit cost above EUR 5.000
- Proof that VAT is not deductible (if VAT exemption is not obtained and VAT costs are charged to the project budget)
- Proof of payment

The purchase cannot be split into smaller contracts below the threshold.

The leaders of the partners receiving the equipment are asked to complete a receipt confirmation form upon receiving of the equipment and submit it to PC. In addition, the partner leaders are also responsible to register the received equipment into their university inventory systems and submit an inventory status form before the project ends.

The two forms are available on the internal project website under “WP6”.

5.7 Subcontracting Costs

5.7.1 Eligible Subcontracting Costs

Subcontracting refers to the implementation of specific tasks being part of the action by a third party to which a service contract has been awarded by one or several partners. It is intended for specific, time-bound, project-related tasks which cannot be performed by the members. Subcontracting costs will be reimbursed on the basis of the eligible costs actually incurred.

5.7.2 Supporting Documents for Equipment Costs

- Invoice(s), subcontract(s) and bank statement(s)
- In the case of travel activities of subcontracted service provider, copies of travel tickets, boarding passes, invoices and receipts are required to demonstrate that the activities took place.
- Proofs of tendering procedure and three quotations from different subcontractors for a subcontract above EUR 25.000 but below EUR 134.000
- Proofs of tendering procedure applied according to national legislation for a subcontract above EUR 134.000
- Tangible outputs

5.8 Exceptional Costs

If for a specific travel, the unit cost contribution represents less than 65% of the actual/real travel costs, financial support under the budget heading "exceptional costs" can be claimed. This financial support is limited to a maximum of 80% of the actual/real costs



As all other budget headings, "Exceptional costs" can be increased without amendment by up to 10% as compared to the amount mentioned in the G.A. Any other circumstances (including where no Exceptional costs have been foreseen) will require an amendment.

5.9 Procedures for Reimbursement and Budget Transfer

5.9.1 Reimbursement

Figure 3 illustrates the flow for reimbursement for costs incurred on the project activities. An individual member is responsible for initiating his/her own payment requests by submitting monthly timesheets and/or travel reports to his/her PL who will check, approve the requests, and process internal payments for the approved requests. PLs are responsible for keeping records locally and submitting their financial report along with the copy of supporting document on a monthly basis to PC. Unless correction is needed, PC will record all received financial reports and document. PC is responsible for preparing six-month financial reports for PEC, and midway and final financial reports for EACEA which also require PEC approval prior to submissions.

5.9.2 Budget Transfer

Figure 4 illustrates the flow for budget transfer. There are five payments that AIT (P1) will transfer to each partner. For each payment, a PL will initiate the payment request by filling a payment request form (Annex IV in Partnership Agreement) and obtain the signature of the partner's legal representative. The signed request form will be submitted to PC along with supporting documentation. Unless the correction is required, PC will process the payment and inform PEC.

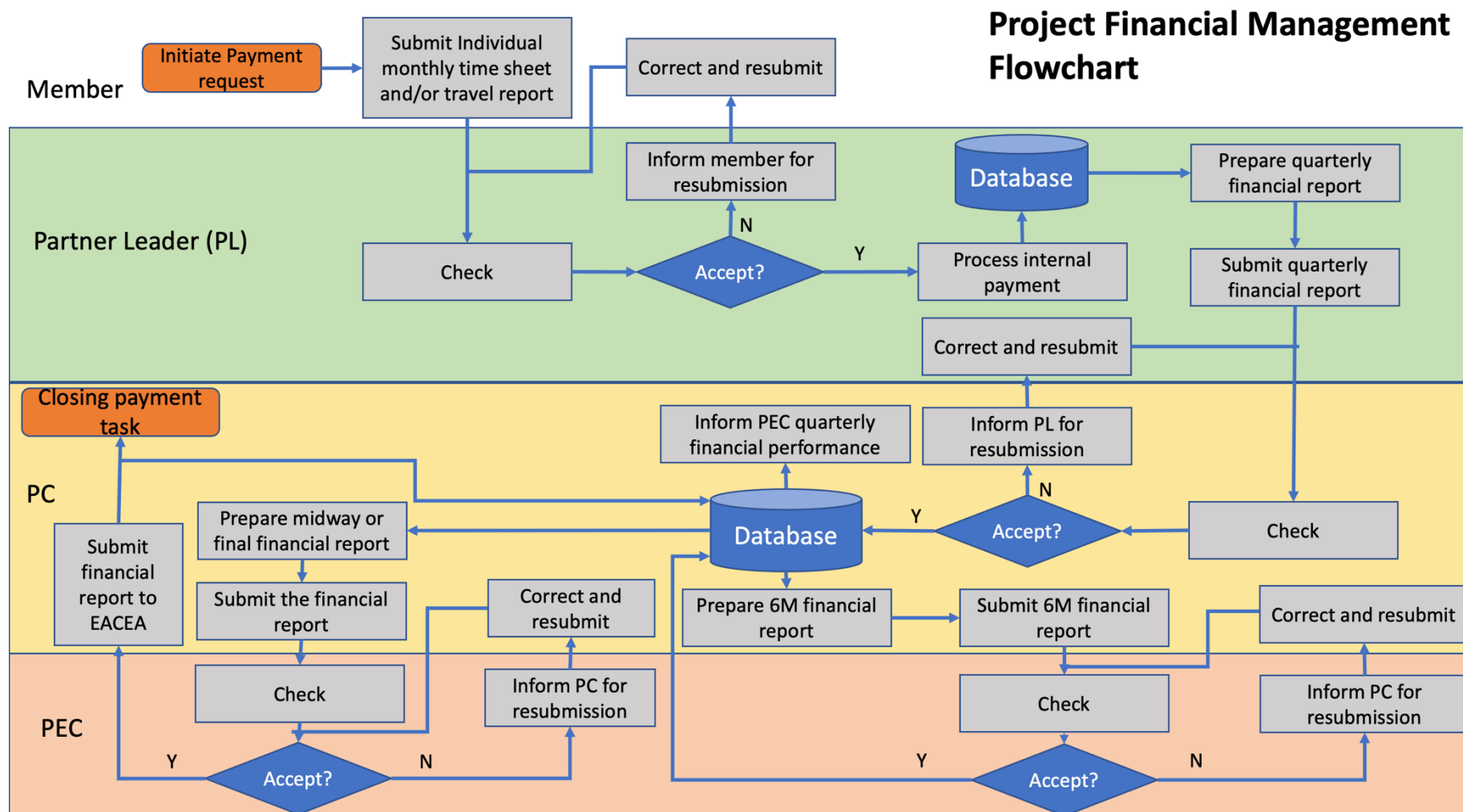


Figure 3. Project Reimbursement Procedure

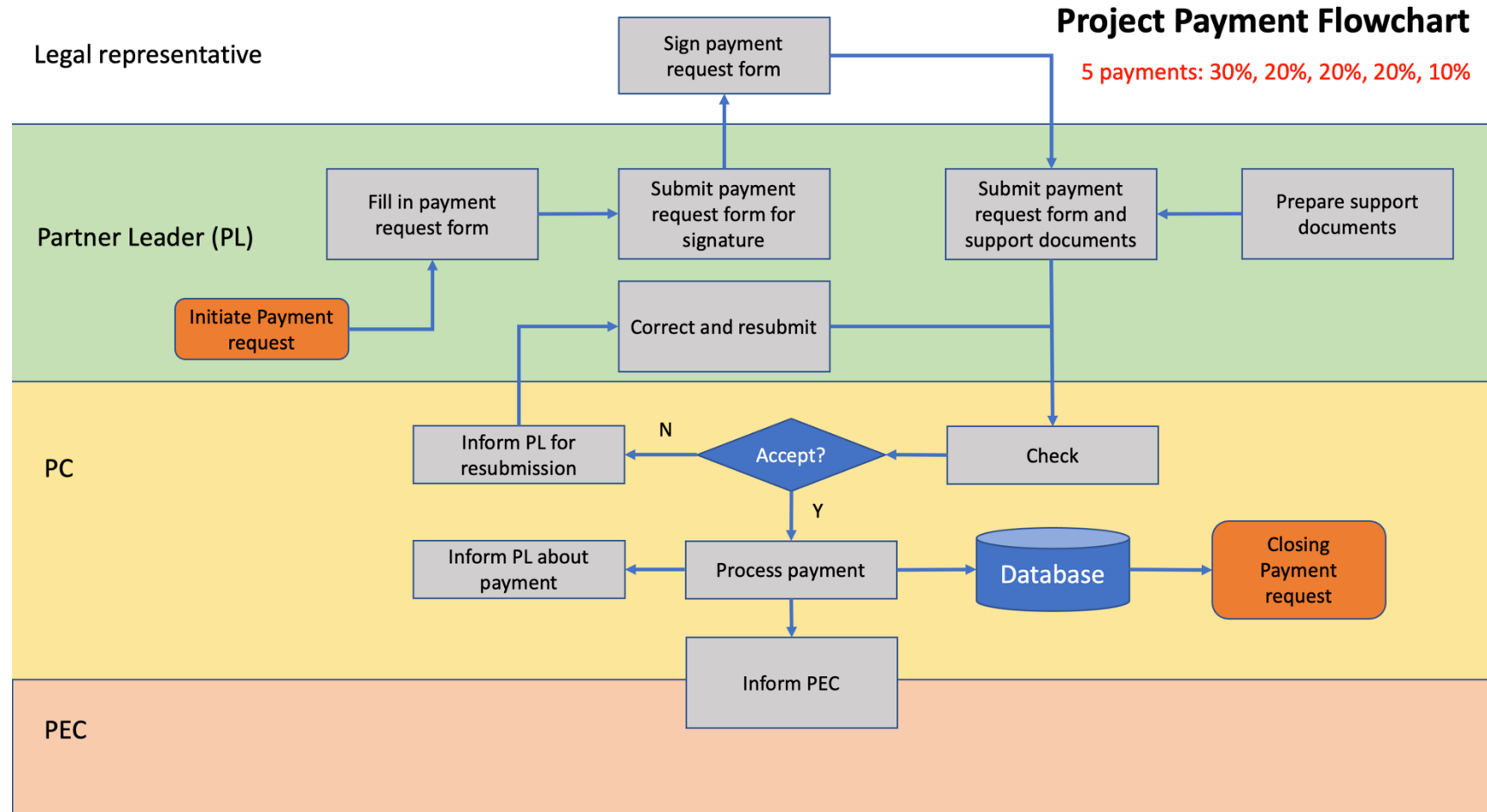


Figure 4. Budget Transfer Procedure

6 Project Internal Communication

Communication is highly encouraged among members at all levels. For internal communication, PC will initiate and manage the activities necessary to ensure an efficient internal information flow. A regular, frequent and simultaneous communication will be assured for all team members of partner institutions. The internal communication can be ensured by virtual way and by periodic face-to-face meetings. Various channels will be exploited to make communication effective.

6.1 *Periods for Response and Casting a Vote*

As aforementioned in section 3.5, all main project decisions will be made during the regular face-to-face meetings, but there may be urgent cases that need immediate decisions to move the project forward. In such the cases, PC, WPLs or Co-WPLs will communicate with related members via email and/or WhatsApp messaging application for discussion and reach the decisions. If it is necessary, a voting procedure will be applied via the Doodle application. The members have five working days to respond. An absence of a response will be interpreted as support the case. If voting is needed, the members have two days to cast his or her vote. An absence of a response will be interpreted as a vote for the case.

6.2 *Channels for Communication*

6.2.1 Meetings

A Face-to-face meeting is the most effective way of communication. Seven regular meetings have been scheduled about six months apart throughout the three years. Each meeting is three days long cover the PEC meeting, QCMB meeting and WP meeting (optional). The PEC meeting is for making main decisions concerning the management, analysing the progress of the project, approving the intermediate or final outputs and results of the project, assigning actions and also for budgetary analysis. A QCMB meeting is for discussing quality issues. WP meetings may be held as well for WPLs and individual contributors to share status and results as well as discuss relevant technical issues in greater detail. Therefore, each partner will participate with at least three staff members: PL or representative, QCMB member or representative, and another project member(s). After each PEC meeting, the host organization will prepare and submit the meeting minutes to PEC for approval. The report will be made available on the project website to all members and the public. Similarly, the meeting minutes will be made available on the project website by WPLs and QCMB chair. WPLs can also call their subgroup face-to-face meetings at other times.

Due to the current COVID-19 pandemic, these meetings may be substituted with online meeting via Zoom video conference platform.

Another important tool for maintaining strong communication between the partners is holding occasionally teleconferences to evaluate progress against project plans, identify major problems and co-ordinate project-related interactions among the WP Leaders.

Meeting Minutes Template and Meeting Attendance Sheet are available on the internal project website under “WP6”.

6.2.2 Electronic Channels

Email is a primary mean for communication when a face-to-face meeting cannot be done. PC will prepare a worksheet entitled “ReCap 4.0 members with project ID.xls” on the internal project website under “Partner

Leader Space” for PLs to update their members and contact information. This contact information will be made available to all members on the internal project website under “Member Space”.

There are also pages for WPLs on the internal project website.

6.2.3 Written Message

Reports will be written by PC and WPLs to report the progress of the project. They will be made available to public on the internal project website. The members will also be informed via emails.

6.2.4 Project Website

The official project website for public (<http://recap4.ait.ac.th/>) and the internal project website (<https://sites.google.com/ait.asia/resource-for-recap-4-0/home>) have been created from the beginning to facilitate the project management, the exchange of project documentation, and for dissemination and exploitation of the project results. They provide a structured central document repository for meeting minutes and presentations, deliverable drafts, dissemination material drafts, project-internal documentation and other relevant information including links to relevant articles, blogs and papers. They will be maintained by P1 (AIT) with the consultation from P4 (MU) and the provision of materials from all other partners.

For accessing the internal project website, the partner leaders will inform the PC of their new members for them to be included in the list of the members who are granted the access. If the members have a doubt on sharing document to public, please contact related WPL or PC for clarification.

6.3 Documentation

There are three types of documents for the time being: plan, form and document. For documentation purpose, codes for the six work packages and how the three types of documents are named are as follows:

- Codes for the six work packages:
 - G – documents from WP1: Non-university capacity assessment
 - C - documents from WP2 & 3: Development and Activities of Competence Development Training Program
 - Q – documents from WP4: Quality Control and Monitoring
 - D – documents from WP5: Dissemination and Exploitation of Project Results
 - M – documents from WP6: Project Management
- For project plan, the code will be XXXP-VY. “XXX” is three initial capital letters of the plan followed by “P” (e.g., QCMP is for Quality Control and Monitoring Plan, and PMCP is for Project Management and Communication Plan). VY is a version of the document.

For example, QCMP-V1 is a Quality Control and Monitoring Plan version 1.

- For project form: the code will be AF-XXX-VY. “A” is a WP code, “F” means form and “XXX” is three initial capital letters of a form (e.g., QF-QFT is for Quality Form Template, and MF- WMR is for Work Package Monthly Report). VY is a version of the document.

For example, QF-QFT-V1 is a quality form template version 1.

- For project document: the code will be AD-XXX-VY. “A” is a WP code, “D” means a document and “XXX” is three initial capital letters of a document. VY is a version of the document.

For example, MD-PMR-V1 is the first PEC meeting minutes report.

7 Project Risk Management

Project risk is defined as an event or a condition that has a potential to affect the achievement of the project negatively. It is important to develop a risk management plan to identify potential threats in the early stage to prepare corrective actions properly to prevent them from happening or mitigate their impact. All WPLs will be asked to identify potential risks to his or her WP and mitigation measures according to the stipulated procedures presented in the next subsection. All identified risks and mitigation measures will be gathered for developing a risk management plan. During the project, the identified risks will be monitored and the mitigation measures will be considered. In general, the decisions are expected to be adopted unanimously; however, if there exist split opinions voting procedure will be employed in which each partner will have one vote. As risk management is an ongoing process over the life of the project, the plan will be updated annually. WPLs must inform PC immediately if a potential risk arises so that the solution can be implemented early. PC is also responsible to report to PEC on the progress and on any possible conflict that might arise.

7.1 Risk Management Committee (RMC)

A risk management committee (RMC) composes of all WPLs or Co-WPLs, chairs by PC.

7.2 Risk Assessment Form

All RMC members are asked to consult with his or her WP members to perform risk assessment on an annual basis and complete this risk assessment form. The form should be submitted to PC by the end of October.

Table 13. Risk Assessment Form

Risk No.	Descriptions	WP	Risk Assessment			Mitigation Measures	Risk Owner
			Likelihood	Impact	Level		

The risk assessment form will be available on the internal project website under WP6.

7.3 Risk Management Procedure

7.3.1 Risk Identification

All events, conditions, and conflict that have a potential to delay the delivery of deliverables, and to lower the quality of the deliverables are considered to be project risks. They all must be identified and recorded in the risk assessment form.

7.3.2 Risk Assessment

After the risks are identified, each individual must be assessed on how likely it will occur and how much impact it will have on the success of the project. Generally, the impact of the risk can be realised from one or combinations of the following consequences:

- Project outcomes (benefits) are delayed or reduced,
- Project output quality is reduced,
- Timeframes are extended,
- Costs are increased.

Likelihood of occurring can be categorized into three levels:

- Most likely – Greater than <70%> probability of occurrence
- Likely – Between <30%> and <70%> probability of occurrence
- Unlikely – Below <30%> probability of occurrence

Impact can also be categorized into three levels:

- High – Risk that has the potential to greatly impact project cost, project schedule or performance
- Medium – Risk that has the potential to slightly impact project cost, project schedule or performance.
- Low – Risk that has relatively little impact on cost, schedule or performance

According to likelihood and impact, risk level can be determined from the risk assessment matrix below. Risks that fall in critical, significant and moderate levels will require risk response planning which may include both a risk mitigation and a risk contingency plan. Priority is given to the critical and significant risks.

Table 14. Risk Assessment Matrix

Likelihood	Impact		
	Low	Medium	High
Unlikely	Mild	Mild	Moderate
Likely	Mild	Moderate	Significant
Most Likely	Moderate	Significant	Critical

7.3.3 Risk Response Planning

Each major risk (those falling in the Red & Yellow zones) will be assigned to a project team member for monitoring purposes to ensure that the risk will not “fall through the cracks”.

For each major risk, one of the following approaches will be selected to address it:

- Avoid – eliminate the threat by eliminating the cause

- Mitigate – Identify ways to reduce the probability or the impact of the risk
- Accept – Nothing will be done
- Transfer – Make another party responsible for the risk

For each risk that will be mitigated, the project team will identify ways to prevent the risk from occurring or reduce its impact or probability of occurring. This may include prototyping, adding tasks to the project schedule, adding resources, etc.

For each major risk that is to be mitigated or that is accepted, a course of action will be outlined for the event that the risk does materialize in order to minimize its impact.

8 The Deliverable Templates

The templates developed for serving the purpose of the deliverable are described in the following table and can be found as annexes.

Table 15. List of Document

Abbreviation	Full name of document	Annex no.
MF-WQR-V1	Work Package Monthly Report	Annex I
MF-SC-V1	Staff Convention (CBHE Joint Declaration)	Annex II
MF-MTS-V1	Monthly Time Sheet	Annex III
MF-PTS-V1	Project Time Sheet	Annex IV
MF-ITR-V1	Individual Travel Report	Annex V
MF-MMR-V1	Meeting Minutes Report	Annex VI
MF-MAS-V1	Meeting Attendance Sheet	Annex VII
MF-RAF-V1	Risk Assessment Form	Annex VIII
MF-RCF-V1	Receive Confirmation Form	Annex IX
MF-ISF-V1	Inventory Status Form	Annex X

Annexes

Annex I: Work Package Quarterly Report (MF-WQR-V1)

Workpackage Quarterly Report

Title and reference number of the workpackage (WP)	WPX-XXX	
WPL:	Co-WPL:	Reporting period: mm/yy

Indicators of achievement and or/performance as indicated in the project proposal	<ul style="list-style-type: none"> • The working plan is ready by M1 • Analytical review of MSIE curricula being offered, and of learning & teaching methods being applied by M6 •
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Status of Deliverables*

Deliverable No	Deliverable Title	Status (Y/N/NA)					
		Preparing	Executing	Execution complete	Report to QCMB	Report to PEC	Officially Complete
Dev x.x							

*Please list all deliverables of the WP.

Activities carried out to date to achieve this result:

Task No	Task Title	Start date	End date**	Place/ Partners involved	Description of the activity carried out	Specific and measurable indicators of achievement
Task x.x					•	

** if it is still ongoing, please put “-”.

Activities to be carried out to achieve this outcome (before the end of the project)

Task No	Task Title	Start date	End date#	Place/ Partners involved	Description of the activity carried out	Specific and measurable indicators of achievement
Task x.x					•	

according to the proposal

Corrective Actions **

Task No	Task Title	Start date	End date*	Place/ Partners involved	Description of the activity carried out	Specific and measurable indicators of achievement
Task x.x					•	

**Only when corrective actions are needed.

Changes that have occurred in this result since the original proposal:

Annex II: Staff Convention (MF-SC-V1)

ANNEX II
JOINT DECLARATION
Ref. No......

Project No.

The reference number must correspond to the progressive numbering indicated in the financial statements of the final report

FROM

Hereinafter "the Institution"*

AND

Name:

Address:

Hereinafter "the Staff member"*

THE INSTITUTION AND THE STAFF MEMBER HEREBY CERTIFY THAT:

- The Institution is a member of the partnership for the above-mentioned project.
- The Staff member is either:
 - employed by the Institution and is part of its payroll system YES/NO
 - or
 - a natural person ** assigned to the project on the basis of a contract against payment YES/NO
- The Institution and Staff member agree that the Staff member has worked on this project and performed the following duties during the project's eligibility period.

	<i>dd/mm/yy</i>		<i>dd/mm/yy</i>
FROM		TO	

Please describe the outputs produced (short overall indication since detailed information has to be given in the accompanying time-sheet):

.....

.....

.....

- Please complete the following information.

Staff category (Manager / Researcher, Teacher, Trainer / Technician / Administrative staff)	
Country of the Institution	
Number of days worked and charged to the project (according to time-sheet)	

- This declaration does not alter in any way the employment conditions/assignment already existing between the Institution and the Staff member and is established solely for the purpose of justifying the Staff costs that the Institution will charge to the *Erasmus+ Capacity Building in Higher Education* grant.

Done in

Date

Name.....

Function.....

Institution

Staff member name.....

Signature and Stamp of the Institution

Signature of the Staff member

**The declaration must be signed by the person concerned, then signed and stamped by the person responsible in the Institution where this person worked for the project. The Institution must be a member of the partnership.*

*** A natural person (individual) can be assigned to the action also on the basis of e.g. a civil contract, a free-lance contract, an expert contract, a service contract with self-employed person ("in house consultant) or a secondment to the Institution against payment. The costs of such natural persons working under the action may be assimilated to the costs of personnel, if:*
(i) the person works under conditions similar to those of an employee (in particular regarding the way the work is organised, the tasks that are performed and the premises where they are performed); and
(ii) the result of the work belongs to the Institution (unless exceptionally agreed otherwise); and
(iii) the costs are not significantly different from the costs of staff performing similar tasks under an employment contract within the institution

Annex III: Monthly Time Sheet (MF-MTS-V1)

Monthly Time Sheet			
Year:		Month:	
Name:			
Institution:			
Staff Category*:			

No.	Date	WP No.	Number of Hours	Description of Task Performed	Description of Output Produced
1					
2					
3					
4					
5					
6					
7					
8					
9					
10					
11					
12					
13					
14					
15					
16					
17					
18					

Number of Hours for WP 1	
Number of Hours for WP 2	
Number of Hours for WP 3	
Number of Hours for WP 4	
Number of Hours for WP 5	
Number of Hours for WP 6	
Total Hours	0.00

Please insert or delete rows in the table as seen appropriate.
*Please refer to Section 3.3.1.1 (Staff costs) of the Guidelines for the Use of the Grant. Time-Sheets have to be attached to each Joint Declaration.
These numbers of hours will be reported in the project time sheet of the member.

Signature of the staff member :

Signature of the person responsible in the institution (where the staff members is employed) :

Name: _____
Position: _____

Name: _____
Position: _____

Annex IV: Project Time Sheet (MF-PTS-V1)

[illegible]

Signature of the staff member :

Signature of the person responsible in the institution (where the staff member is employed):

Annex V: Individual Travel Report (MF-ITR-V1)

ANNEX III - INDIVIDUAL TRAVEL REPORT for travel costs and costs of stay

 To be filled in by each participant

In case of circular/multiple travels, please fill in separate Individual Travel Reports.

Ref. No.....Project No. 619325-EPP-1-2020-1-TH-EPPKA2-CBHE-JP

The reference number must correspond to the progressive numbering indicated in the financial statements in the final report

(1) PERSONAL DATA

Surname: Forename:

Nationality:

Home institution:

Staff position/student year of study at home institution:

(2) TYPE OF ACTIVITY (Tick as appropriate)
STAFF

<input type="checkbox"/>	Teaching/training assignment
<input type="checkbox"/>	Training and retraining purposes
<input type="checkbox"/>	Updating programmes and courses
<input type="checkbox"/>	Practical placements in companies, industries and institutions
<input type="checkbox"/>	Project management related meetings
<input type="checkbox"/>	Workshops and visits for result dissemination purposes

STUDENTS

<input type="checkbox"/>	Study period
<input type="checkbox"/>	Participation in intensive courses
<input type="checkbox"/>	Practical placements, internships in companies, industries or institutions
<input type="checkbox"/>	Participation in short term activities linked to the management of the project

(3) DETAILS OF THE TRAVEL

PERIOD*	From (Depart date) (dd/mm/yy)	To (Return date) (dd/mm/yy)
PLACE OF DEPARTURE**	HOME INSTITUTION	
	COUNTRY..... CITY.....	
PLACE OF DESTINATION/ LOCATION OF ACTIVITY	HOST INSTITUTION	
	COUNTRY..... CITY.....	
TRAVEL DISTANCE***	Km	

*Please indicate period of travel from departure to return to place of origin
 ** If different from Home institution please enclose authorisation from the Agency
 ***Travel distance in Km (One-way travel using distance calculator: http://ec.europa.eu/programmes/erasmus-plus/tools/distance_en.htm) from place of departure to location of activities

(4) DETAILS OF THE ACTIVITY

DATES (excluding travel)	From (date):..... To (date):
DESCRIPTION OF ACTIVITY(IES) PERFORMED (brief description of the activities performed)	

.....
.....

SIGNATURE OF THE PARTICIPANT

I hereby declare that I have been carrying out the above-mentioned activities.

Date:.....

Signature:

Annex VI: Meeting Minutes Report (MF-MMR-V1)

Meeting Minutes Report

Meeting Subject:			
Date of Meeting:		Time:	
Minutes Prepared by:		Location:	
1. Attendance at Meeting			
	Name	University	
1.			
2.			
3.			
2. Purpose of Meeting			
(1.)			

3. Meeting Agenda		
(1.)		
4. Meeting Notes, Decisions, Issues		
<div>(1.) Topic</div> <div>Meeting Notes:</div> <div>Decisions:</div> <div>Issues:</div> <div>(2.) Topic</div> <div>Meeting Notes:</div> <div>Decisions:</div> <div>Issues:</div> <div>Decisions:</div> <div>Issues:</div> <div>(3.) Other Business</div> <div>Meeting Notes:</div> <div>Decisions:</div> <div>Issues:</div>		
5. Action Items		
Action	Assigned to	Due Date
6. Attachments (documents/handouts to bring, reading material, etc.)		
Description	Prepared by	
6. Next Scheduled Meeting		
Date:		Time:
Location:		

Annex VII: Meeting Attendance Sheet (MF-MAS-V1)

Meeting Attendance Sheet

Meeting Subject:			
Date of Meeting:		Time:	
Location:			

Name	University/Institution	Signature
1.		
2.		
3.		
4.		
5.		
6.		
7.		
8.		
9.		
10.		
11.		
12.		
13.		
14.		
15.		
16.		
17.		
18.		
19.		
20.		

Annex VIII: Risk Assessment Form (MF-RAF-V1)

RISK ASSESSMENT FORM

Prepared by	
Date of Report	

Risk No.	Descriptions	WP	Risk Assessment			Mitigation Measures	Risk Owner
			Likelihood	Impact	Level		

Likelihood of occurring can be categorized into three levels:

- Most likely – Greater than <70%> probability of occurrence
- Likely – Between <30%> and <70%> probability of occurrence
- Unlikely – Below <30%> probability of occurrence

Impact can also be categorized into three levels:

- High – Risk that has the potential to greatly impact project cost, project schedule or performance
- Medium – Risk that has the potential to slightly impact project cost, project schedule or performance.
- Low – Risk that has relatively little impact on cost, schedule or performance

Likelihood	Impact		
	Low	Medium	High
Unlikely	Mild	Mild	Moderate
Likely	Mild	Moderate	Significant
Most Likely	Moderate	Significant	Critical

Annex IX: Receive Confirmation Form (MF-RCF-V1)

Receipt Confirmation Form

Date: _____

Address: _____

Name: _____

(Partner's Leader, PX)

On behalf of **University name (PX)**, I hereby acknowledge the receipt of the following:

[Please repeat the table header on individual pages.]

List of Part/Device					
Description	Q'ty	Serial Number	ReCap 4.0 Product ID	Institute Inventory Number	Yes/ No
1.					
2.					
3.					

Besides, the required receipt process (*on the next page*) has been followed and accomplished, as illustrated in the following figures:

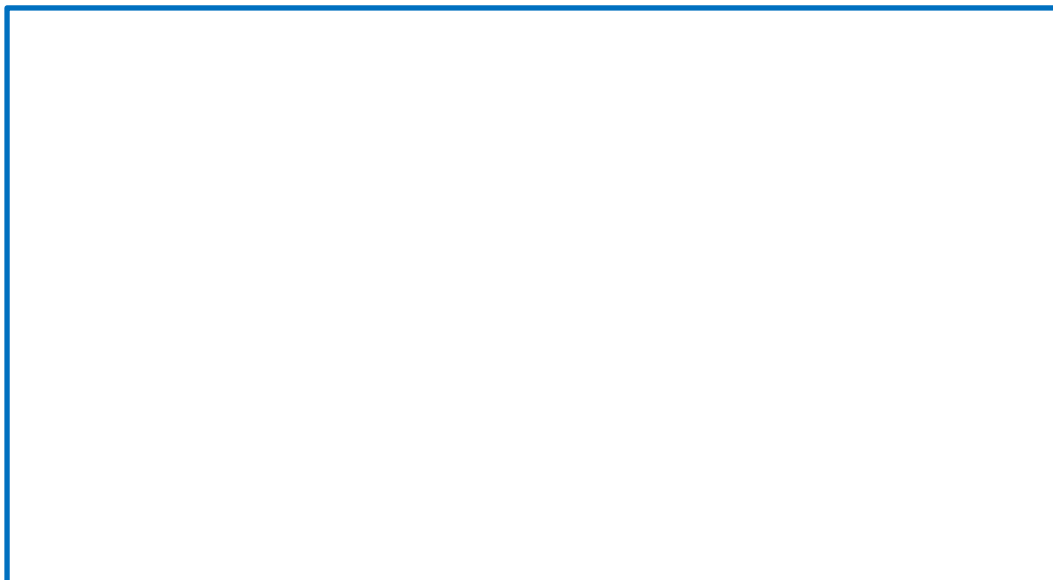


Figure 1. figure of device

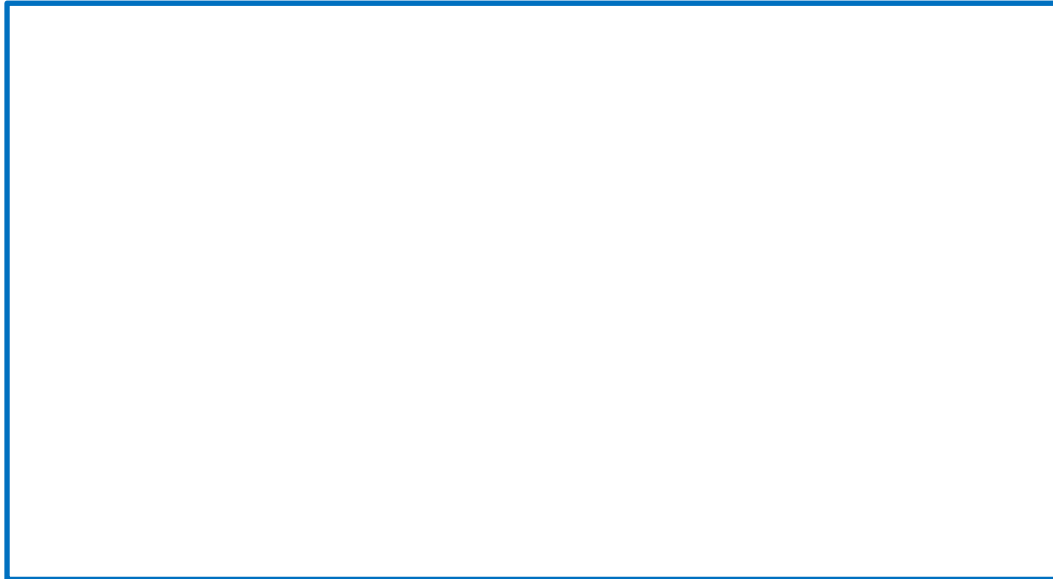


Figure 2. figure of ReCap 4. part ID on the device

[Signature of the recipient]

****Please fill the form and insert the needed figures.*

The **scanned version** must be sent to pisut@ait.asia, cc duangthidaHNA@gmail.com

The hard copy must be also carefully kept for reference and any further request.

Receipt Process Guideline

1. Check the receipt lists (Part/Device)
2. Put the ReCap 4.0 & Erasmus Plus logo on the received devices at the **guided positions** (see the photos of the sample form). *The ReCap 4.0 Part ID must be also placed and sealed.*
3. Take photos of both devices and the ReCap 4.0 Part ID on the devices.
4. Insert the photos on this receipt confirmation form.
5. Complete the form and submit the scanned version via emails to pisut@ait.asia, cc duangthidaHNA@gmail.com [*The hard copy must be kept carefully for reference and any further request.]

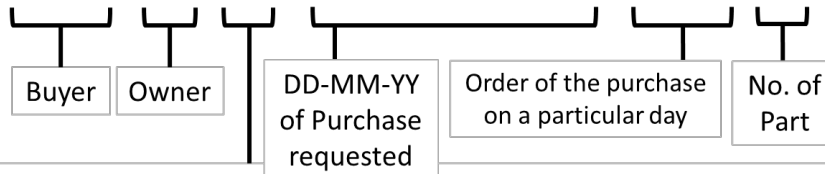
Thank you very much for your corporation!

Partner ID:

P1 (AIT), P2 (KMUTNB), P3 (KKU), P4 (MU), P5 (PSU)

ReCap 4.0 Part ID

P9-1-E-140219-01.x



Type of Part/Device:

E = Equipment, L = Laboratory Device/Part, C = Classroom Device/Part

Annex X: Inventory Status Form (MF-ISF-V1)

Inventory Status Form

Date:

Address:

Name:

 (Partner Leader, **PX**)

On behalf of **University name (PX)**, I hereby update the current status of the equipment received from the Erasmus+ Reinforcing Non-University Sector at the Tertiary Level in Engineering and Technology to Support Thailand Sustainable Smart Industry (ReCap 4.0) as follows:

Name:

 (Institute Inventory Officer at **University name**)

I hereby confirm the equipment received from the Erasmus+ Reinforcing Non-University Sector at the Tertiary Level in Engineering and Technology to Support Thailand Sustainable Smart Industry (ReCap 4.0) as listed below are properly registered under the inventory system of the institute:

[Please repeat the table header on individual pages.]

List of Equipment							
Reported by the Partner Leader					Reported by the Institute Inventory Officer		
Description	Q'ty	MSIE 4.0 Product ID	Purpose of Usage	Figure No.	Institute Inventory No.	Current Location	Condition

Figure 1. Device with Erasmus + logo

Figure 2. ReCap 4.0 Part ID on device

[Signature of Partner's Leader, **PX**]

[Signature of the Institute Inventory Officer at **University name**]

****Please fill the form and insert the needed figures.*

*The **scanned version** must be sent to pisut@ait.asia, cc duangthidaHNA@gmail.com*

***The hard copy** must be delivered to Dr. Pisut Koomsap,
58 Moo.9 ISE Building, Asian Institute of Technology (AIT),*

Paholyothin Highway, Klong Neung, Klong Luang, Pathumthani, 12120

*Please ensure that the arrival of the document to AIT is on **October 26, 2020**.*

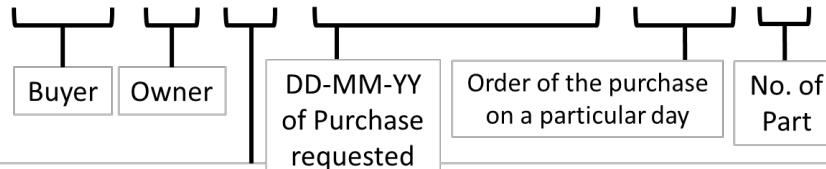
Thank you very much for your corporation!

Partner ID:

P1 (AIT), P2 (KMUTNB), P3 (KKU), P4 (MU), P5 (PSU)

ReCap 4.0 Part ID

P9-1-E-140219-01.x



Type of Part/Device:

E = Equipment, L = Laboratory Device/Part, C = Classroom Device/Part

Please provide a scanned copy/photo of the institute inventory officer ID on this page.