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**INTEGRATED ECOTOURISM MANAGEMENT IN INDONESIA (INTEM)**

**INTEM External Advisory Board**:

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 Leiden, 7 August 2019.

Ref.: INTEM Project Information Sheet No. 3

Dear Project Partners,,

Following our pleasant and successful ‘kick-off meeting’ in Bandung, held from 1-10 April and hosted by our partners resp. Universitas Padjadjaran and Universitas Pendidikan Indonesia, I am pleased to send you this INTEM Project Information Sheet No. 3, in which I would like to provide you with up-to-date information on the follow-up activities after the ‘kick-off meeting’, the current state of the progress of our joint Project, and the next envisaged activities which have to be executed according to the time schedule of our INTEM project in the next Phase II “Development”, as follows:

INTEM Website and Logo

First of all, I am very pleased that in the meantime, Dr. Kurniawan Saefullah has prepared the outstanding INTEM Website as indicated above, which can now be reached at: [www.INTEM.org](http://www.INTEM.org).

As you may also observe from our letterhead, Dr. Saefullah has beautifully elaborated my ideas for an appropriate logo of our INTEM Project, which symbolises our innovative concept of Integrated Ecotourism Management in Indonesia by centralising an Indonesian *Kayon* (“Tree of Life”) in the logo, expressing in a symbolic way the interconnectedness between the human, cultural and natural world being the appropriate framework within which our advanced programme will develop in the course of our INTEM Project.

Conclusion and Follow-up of the ‘Kick-off meeting’ in Bandung

The participation of participants in the ‘kick-off meeting’ in Bandung, well prepared during the preceding months since November 2018, showed joint enthusiasm and generally well-prepared presentations of representatives from all 8 partners/beneficiaries of the INTEM Project Consortium.

As indicated in the meeting’s Programme, both partner institutions/hosts in Bandung – Universitas Padjadjaran (UNPAD) and Universitas Pendidikan Indonesia (UPI) - have made every effort to provide the INTEM Project with excellent meeting facilities and stylish opening- and conclusion ceremonies, appropriate signing ceremonies of the MoU, and an excellent gala dinner at the closing evening at UPI.

Similarly, the hotel accommodation in Grand Hotel Preanger including the breakfast and dinner facilities were excellent, as well as the outstanding transport arrangements by both hosting partners all contributed to the very positive and inspiring atmosphere of the overall successful meeting.

In line with the envisaged deliverables of Phase I ‘Preparation’, the following tasks have been dealt with successfully during the meeting:

The tasks of the preparatory work of WP1 (Preparation Phase) included the following:

* 1. Organisation of the Constituent Joint Meeting of representatives of all partners to be held at partner No. 4 (UNPAD) in Bandung, Indonesia (month 3)

 This task has been completed successfully with the additional input of partner No. 5 (UPI).

 Note: Not all registered participants have participated because of various reasons.

 Replacement of some registered participants for the ‘kick-off meeting’ has been formalised through the ‘Replacement Form Registered Project Staff INTEM, also to secure the eligibility of the reimbursement of the costs made for travel and accommodation.

 The related result includes:

 Deliverable No. 1.1 which provides the *Report of the minutes and decisions taken during the Constituent Meeting*, prepared in collaboration with all partners.

 Media: Paper publication and On-line publication on the INTEM Project website.

* 1. Discussion and preparation of the Plan of Operations covering all WPs of the project (month 3):

 This task of the discussion of the Plan of Operations evolved from the workshop and both the topic-specific and general discussions held at all presentations from participants during the meeting.

 As has been mentioned during the final discussions and conclusion of the meeting on 10.4.2019, there were a few presentations perceived as less relevant for the objectives and implementation of the Project.

 The resulting *Plan of Operations* will be published on the INTEM Website shortly.

 Deliverable No. 1.2 provides the *Plan of Operations formulated during the Constituent Meeting*, prepared by all partners.

 Media: Paper publication and On-line publication on the INTEM Project website.

* 1. Design and implementation of the INTEM Project website for information & communication (month 3):

 The realisation of this task followed from the discussion of what kind of subjects and topics would be preferred in addition to the agreed subjects with the Executive Agency of the EU.

 Deliverable No. 1.3 provides the *Design and implementation of the INTEM Website,* jointly prepared by all partners.

 Media: On-line publication of information and communication of the INTEM project.

1.4 Discussion and preparation of the MoU on the project cooperation in terms of execution of tasks of all work packages of the project (month 3)

This task was completed as the result of the discussions on the subject provided in the Programme.

Deliverable No 1.4 provides the *Final Document of the Memorandum of Understanding* (MoU), as agreed upon in the discussions during the Constituent Meeting,

 Media: Paper publication and on-line publication on the INTEM Project website.

1.5 Undersigning of the MoU on project cooperation by all partners.

 The task of the undersigning of the MoU on project cooperation by all partners was executed in a ceremonial way at the conclusion of the ‘kick-off meeting’ on 10.4.2019.

 Deliverable 1.5 represents *the official undersigning of the MoU* during the undersigning ceremony at Partner 4 (UNPAD). It will be the substantiation of the strengthening of the international institutional partnership among all partners in Europe and Indonesia in education, research, students and staff exchange under the aegis of the joint Capacity Building activities of the Erasmus Plus Programme of the European Union.

 Media: Radio, TV, Journals and On-line publication on the INTEM Project website.

In conclusion of the ‘kick-off meeting’, it has to be noted that a few unexpected disappointments with related problems emerged from the meeting, such as:

- the unprepared and sometimes last-minute replacement of some registered project participants by other staff, creating problems of the eligibility of the costs which these replacement staff members have made;

- the partly absence or early departure of some participants from the meeting creating unforeseen problems of reduced input from project participants, late programme adjustments, changes in reservations for transport facilities and hotel accommodation, non-participation in social gatherings and dinners, etc.;

- the submission of incomplete, invalid or none-supporting documents for invoices of costs which have to be submitted to the Financial Department of the European Union in order to secure reimbursement of eligible costs;

- unannounced absence of some participants during meeting sessions of the ‘kick-off meeting’;

- the presentation of some contributions being less relevant to the content of the sessions cq. the objectives of the INTEM Project.

In order to prevent such problems, we will have to comply to the strict regulations of the Executing Agency of the EU – as already announced during the “kick-off meeting” - in terms of formalising the full participation of the registered staff members in the project activities in accordance with the Grant Agreement of 17.1.2019, which will further enable us jointly to implement the project activities in a structured and successful way.

Formalisation of Registered Project Staff Members

In order to avoid some of the above-mentioned complications in future meetings and related project activities, the following formal conditions will have to be taken into account for each of the individual participants of our partner institutions, who are attached as registered staff members to one of the 8 partners of the INTEM Project Consortium, as follows:

- the *INTEM* *Staff Replacement Form*, (Attachment 1), formalising the timely replacement of each project staff, as registered in the Grant Agreement of 17.1.2019, by other staff members who are also employed at the partner/beneficiary for participation in project activities, meetings and related tasks;

- the *INTEM Staff Participation Form* (Attachment 2) being the formalisation of individual participation of each of the registered project staff involved in the respective project activities described in the WPs of the Grant Agreement, including compliance with programme activities, reservations for transport facilities and hotel accommodation etc.;

- the *INTEM Time Sheets* (Attachment 3), *to be provided separately*, formalising the declarations of eligible costs made by each of the registered project staff involved in the respective project activities, provided with invoices and the supporting documents for refund by the Project in order to secure reimbursement through the use of this individual document.

- the *INTEM Presentation Abstract Form* (Attachment 4), *to be provided separately*, formalising the presentations by each of the registered project staff, as indicated in the programme of meetings, conferences, workshops etc.;

Partnership Agreement

In line with the *Guidelines for the Partnership Agreement* (which precede the actual text of the Partnership Agreement), the *Partnership Agreement* (Attachment 6) itself has the function of an internal partnership document with which all project partner institutions agree and as such duly undersign this document with a view to secure the proper implementation of the related project activities.

Since the objective and preparation of the above-mentioned *Partnership Agreement* (Attachment 4) between the Coordinating Institution (Leiden University) and the Partners/Beneficiaries of the INTEM Project Consortium have initially been discussed during the ‘kick-off meeting’ in Bandung, the Grant Agreement of 17.1.2019 further underscores, that: *‘detailed implementation modalities covering the various financial, technical and legal aspects of the project must be agreed upon by the beneficiaries and formalised in a partnership agreement to be signed by all beneficiaries at the beginning of the project’*. The main use of this *Joint Declaration* is for establishing the eligibility of staff costs for registered project staff being a major requirement for the partner institution to claim eligible costs from the awarded INTEM project budget. This partnership agreement has to be consistent with the provisions as laid out in the Grant Agreement of 17.1.2019.

As the Executive Agency of the EU has provided a template helping to draw this partnership agreement, a copy of which has been made available to the participants and further explained during my presentation on the last day of our ‘kick-off meeting’ in Bandung, I have prepared the *Partnership Agreement* (Attachment 6) for each partner institutionswhich has to completed with the signature of the Legal Representative of the partner institution concerned, together with the required Annexes I-IX, duly undersigned.

A signed copy of this *Partnership* *Agreement* (Attachment 6), including its completed Annexes I – IX, has to be provided by e-mail to me, enabling me to send it upon reception immediately to the Executive Agency of the EU soonest. Where the beneficiaries have failed to submit this partnership agreement, the provisions set out in Article II.16.3.1 (c) of the General Conditions will apply.

In view of the deadline, I have to stress that you are kindly requested to complete this *Partnership* *Agreement* (Attachment 6) with its Annexes I-IX as soon as possible and return it as a scanned document to me at your earliest convenience, but **not later than by Monday the 19th of August forthcoming.**

Registered Staff Members at TST

The staff members of your partner institution involved in the activities of the INTEM Project , who are at this moment formally registered at the Executive Agency of the EU are as follows:

Number and Name of the Partner Institution/Beneficiary (TST):

|  |  |  |  |
| --- | --- | --- | --- |
| No. & Name of the Partner Institution | No. & Name Registered Participant | Manager | Teacher/Trainer/Researcher |
| P6-Trisakti School of Tourism (TST) | P6p15- Dr. F. Asmaniati SE, MM | X | X |
|  | P6p16- Prof.Dr. A.A.G. Agung |  | X |
|  | P6p17- Mr. Arief Faizal Rahman M.Si \*) |  | X |

Tendering process for awarded Educational Equipment

While the eligible costs for travel and accommodation for registered staff members (or their formally approved replacement staff members) will be reimbursed - as has also been practiced during the ‘kick-off meeting’ – the envisaged costs for equipment, which have been awarded to TST will require the implementation of a process of tendering.

|  |  |  |
| --- | --- | --- |
| INTEM Partner/beneficiary | Category of equipment | Amount excl. VAT |
| Equipment TST-1 | Interactive Flatscreen LCD | 18,000.00  |
| Equipment TST-2 | LCD Projector with Mapping Capabilities | 18,000.00  |
| Equipment TST-3 | Tele-Lecturing & Conferencing System | 20,000.00  |
| Equipment TST-4 | Ethernet & Network | 16,000.00  |
| Equipment TST-5 | 15 Lab/ Lecture PC's | 10,000.00  |
| Total |  | 65.000.00 |

The tendering process has to be executed for each of the three partners for the following technical equipment necessary for the further implementation of the Project:

The details of the tendering process as required by the Executive Agency of the EU are explained in the Grant Agreement, of which a copy has been sent to you last February. This process, however, has to be elaborated into protocols for our three beneficiaries (TST, UNPAD & UPI) before we can launch the tendering for the equipment soon.

As you may observe, ARTICLE I.10 – OTHER SPECIAL CONDITIONSdeals with this matter as it indicates that the following additional special conditions apply to this Agreement:

I.10.1 Additional provisions on award of contracts and subcontracting

 In addition to the provisions set out in Article II.9 and Article II.10 of the General Conditions, where the value of a contract awarded in accordance with those Articles is over EUR 25.000 and less than EUR 134.000, the beneficiaries shall launch a tendering procedure and obtain competitive offers from at least three suppliers and retain the one offering best value for money, observing the principles of

 transparency and equal treatment of potential contractors and taking care to avoid conflicts of interests. Where the value of a contract awarded in accordance with those Articles exceeds EUR 134.000, national legislation will be applicable.

 The beneficiaries may not split the purchase of equipment into smaller contracts below the threshold. The co-ordinator must clearly document the tendering procedure and retain the documentation in particular for audit purposes in accordance with Article II.27 of the General Conditions.

I.10.2 Special provisions on the conversion of costs incurred in another currency into euro

 By way of derogation from Article II.23.4 of the General Conditions, any conversion into euro of actual costs incurred in other currencies shall be made by the beneficiary at the monthly accounting rate established by the Commission and published on its website

 (http://ec.europa.eu/budget/contracts\_grants/info\_contracts/inforeuro/inforeuro\_en.cfm) applicable:

 1. on the month of the first pre-financing for all costs incurred until the second pre-financing is received and

 2. on the month of the receipt of the second pre-financing for all costs incurred until the end of the project.

In this context, I invite you also to check the same article on related issues of depreciation and Ineligible costs (1.10.4).

Administrative & Organisational Delays at Leiden University (Coordinating Institution)

As you all have become aware that since the awarding of the EU subsidy of Euro 900.348,00 to our joint INTEM Project Consortium of 8 Partners/Beneficiaries in The Netherlands, Greece and Indonesia on 7.8.2018, we in Leiden experienced that in addition to the general feeling of success and joy among staff and colleagues for bringing in such substantial subsidy for an important international cooperation project from the EU in collaboration with our partners in Greece and Indonesia, certain hidden sentiments of jealousy and animosity started to surface within Leiden University, notably from people outside our project who happen to occupy merely administrative and managerial positions at the Faculty and the University levels. To our regret, these individuals gradually managed to mislead us by taking our project and its funds away from our LEAD Programme (being the Executing Organisation within Leiden University as agreed upon in the Grant Agreement of 17.1.2019) to another Department, *i.e*. the Institute of Biology (IBL), presumably “for our benefit”.

However, this move eventually turned out to be a great disappointment, since IBL meanwhile has shown that their staff admittedly not only lacks the necessary expertise in applied ethnoscience in integrated tourism development to manage and lead our INTEM Project adequately, but also that they do not have the proper professional network in Greece and Indonesia to implement such joint project activities as contractually has been agreed upon in the Grant Agreement with the EU in Brussels. In addition, two staff members who had joined our application on 7.2.2018 in order to assist us with their advisory services in the field of biodiversity conservation, but have neither the expertise nor ambition to “take over” the project leadership from me, as has now been suggested by the Rector of Leiden University.

Similarly, the relocated administrative and financial support from IBL has shown to be less adequate and more complicated than the usual effective support for our LEAD Programme for the appropriate administrative, organisational and financial implementation of the specific activities of our International INTEM Project Consortium, as has been agreed upon in the Grant Agreement, and as such has also been the case for 3 major EU Projects in the past.

Moreover, Leiden University as the “Coordinating Institution” has also refused since the start of the Project on 15.1.2019 to realise the part-time position of myself as acknowledged project manager and that of the designated project-assistant, and by consequence has not reimbursed the related salary costs since the formal start of the INTEM Project on 15.1.2019, which are earmarked in the approved EU budget.

This refusal is not only in violation with the EU regulations agreed upon in the Grant Agreement as well as with previous arrangements which I had made with the administrators long before I wrote and submitted our project proposal to the EU on 7.2.2018, but is also hindering and delaying the agreed implementation and progress of our project. The same denial is made for the agreed provision of a decent working place for the Project Secretariat, further intentionally impairing and delaying the proper implementation of the project activities.

Such experience is difficult to explain as Leiden University has generally been highly regarded as a reliable, trustworthy and experienced organisation in international scientific cooperation, and its Rector is boosting worldwide about its special input into the expansion of scientific cooperation with Indonesian universities.

Despite such unfounded and inexplicable obstructions within Leiden University, I have continued in collaboration with the project-assistant and the other project staff at LEAD together with your support and encouragement to provide my input as much as possible without any compensation in order to secure an undisrupted implementation of our unique joint project. In this context, I highly appreciate your unflagging support both in your *Declarations* of August 2018 and in your *Mandate Letter* of April 2019 to enable me in my efforts to look for ways to reach an amicable solution for the conflict within Leiden University, as is required by the European Union before they will intervene.

In view of the fact that despite the well-intended efforts of several individuals at different levels to turn the tide within Leiden University, the lack of support on the side of its administrators and rector for the agreed implementation of the INTEM Project is now after 6 months since its start really delaying the timely provision of the deliverables of our project to the Executive Agency of the EU, and as such is now beginning to hamper the project’s secure progress, especially since the Executive Agency of the EU is now rightly calling for the submission of the deliverables of Phase I, of which the deadline of 6 months since the start has now passed,

Although I had not wanted to air the dirty laundry outside my university as the Coordinating Institution, I had no choice any more after the call for compliance with the deadlines from the Executive Agency of the EU than to explain the current situation to our Project Officer of the EU. She had never been confronted with such a problematic situation in a Coordinating Institution, but understands our serious position and has given us an extension of the deadline of submission of the above mentioned deliverables of WP1 until the end of this month of August, encouraging us to seek an internal solution with the Rector while continuing with the implementation of the project activities as planned.

However, if despite all these concerted actions by the end of this month, this conflict with the Rector of Leiden University has not been solved, an official hearing of the Rector will soon thereafter take place in Brussels, where several options for the continuation of our INTEM Project will be reviewed.

As I hope that the kind extension by the Project Officer of the deadline of WP1 will give us some extra time to find a way to solve the problem, we will carry on with our envisaged project activities on the basis of our unflagging motivation and input from all our partners in Greece and Indonesia, and focus on the next activities which will be accomplished according to the extended time table for the next project activities for the coming months.

Next Project Activities of Phase II Development

These activities encompass the following adapted timeline for the completion of the next project activities of WP1 and WP2 as follows:

1. Completion of the design of both Case Studies of the Educational and Societal Need Assessments;

2. Execution of the Case Studies of the Educational and Societal Need Assessments in Indonesia with the input from all partners in Indonesia: Partners 4, 5, 6, 7 & 8 (The related questionnaire will separately be provided to these Partners soon);

3. Writing the Report on the results of the Case Studies of the Educational and Societal Need Assessment, based on the results of the case studies in Indonesia (Partner 1);

4. Organising the next Consortium Meeting at MAICH, Chania, Greece, scheduled for the end of September/beginning of October forthcoming in order to discuss the results of the two Educational and Societal Need Assessments in Indonesia as a basis for the next preparation of the design of the structure of the Master Course to be completed during the 3 months after the Meeting at MAICH and be presented at the subsequent Consortium Meeting at LEAD of Leiden University, planned for the beginning of February next year.

Next INTEM Consortium Meeting at MAICH in Chania, Greece

Meanwhile, the organisation of the next INTEM Consortium Meeting at MAICH in Chania, Greece is underway according to the adaptation of the time schedule which we discussed during the “kick-off meeting” in Bandung. The organisation has to take into account the air travel by our Indonesian partners Jakarta-Amsterdam-Chania and *vice versa*, the availability of the accommodation for our group in the comfortable stone bungalows on the campus of MAICH, the availability of a conference room for the envisaged period of time of 5-10 days, as well as the permission c.q. possibility of our registered project participants to leave their institutes for the meeting, and for the Indonesian participants in particular to apply for a visa for Greece at the Greek Embassy in Jakarta soonest.

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As I am very pleased that today, I received the confirmation from the Conference Office of MAICH of the reservation of the nice accommodation in the stone houses on the campus of MAICH, the meeting in Chania is confirmed for the period between the arrival on 27 September and the departure on 7 October 2019, the details of your flights and accommodation of the staff members of your partner institution will be sent separately.

 follows:

 With kind regards,

 Prof.Dr. L. Jan Slikkerveer

 INTEM Project Manager

 **L. Jan Slikkerveer**

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