

TourX

CoVEs for the Tourism Industry

TourX



PROJECT INFORMATION

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Authors	AKMI SA		
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DELIVERABLE INFORMATION – D3.1 GOVERNANCE BOX

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1. Introduction

1.1 Purpose of this deliverable

This report is the revised version of Deliverable D3.1 – Governance Box of the TourX project (Grant Agreement No. 101056184), delivered under Work Package 3 (WP3) by AKMI SA as lead beneficiary. D3.1 is a demonstrator-type (DEM) deliverable: the deliverable itself is the online TourX Governance Box, published on the project website at <https://tour-x.eu/tour-x-governance-box/>. The purpose of this report is to document, in a form that can be reviewed without navigating the live website, what the online tool contains, which resources it offers to organisations that wish to establish or strengthen a Centre of Vocational Excellence (CoVE), in which languages it is available and how each resource can be accessed.

The TourX Governance Box is the first tool within the TourX CoVE Co-operation Network. It is designed to establish and promote a strong system of co-operation between the members of the network, and it enables other prospective CoVEs to set up a collaborative framework among regional representatives of the knowledge triangle, thereby facilitating the identification of skills gaps and labour market needs in their own regions.

1.2 Structure of the report

Section 2 places the Governance Box in the context of the TourX project. Section 3 describes the online demonstrator and gives the version and date reference. Section 4 walks through the page block by block. Section 5 presents the leaflet and the FAQs, and Section 6 presents the four governance templates and explains how they work together. Section 7 documents the language versions, Section 8 addresses transferability, replication and sustainability, and Section 9 concludes.

2. The TourX Governance Box in context

2.1 Aim and target users

The Governance Box supports three groups of users. The first are prospective CoVEs and regional partnerships that wish to establish a structured cooperation between education and training providers, tourism enterprises and public authorities. The second are existing knowledge triangles that want to formalise their governance. The third are organisations that wish to connect to the wider TourX network and to the Pact for Skills in Tourism.

The tool helps these users to move from informal cooperation towards a structured governance model by providing guidance on stakeholder identification and engagement, the definition of roles and responsibilities, cooperation procedures, decision-making, implementation planning, and monitoring and continuous improvement.

2.2 The Knowledge Triangle approach

The Governance Box builds on the experience gained in the four TourX Regional Knowledge Triangles established in Greece, Italy, Germany and Spain. A knowledge triangle brings together, at regional level, organisations that provide vocational education and training, higher education institutions, tourism enterprises and sectoral organisations, public authorities, and research and qualification bodies. According to the FAQs published in the Box, a knowledge triangle needs, in essence, someone who trains, someone who states what type of training is needed and someone who makes the training available to many people. The Governance Box captures the governance approach applied within these triangles and makes it available as reusable resources.

2.3 Link with the Pact for Skills in Tourism

The Governance Box is presented on the website together with the Pact for Skills in Tourism. The Pact addresses current and future challenges through cooperation between social partners, education systems and public authorities, and aims to upskill and reskill 10% of the workforce annually from 2022 to 2030. The first of its objectives is the setting up of National or Regional Skills Partnerships (NRSPs). The Governance Box gives organisations the practical means to build such partnerships, and the page invites visitors to join the Pact, to set up their own Regional Skills Partnership, or to share their experience with the network.



Other resources linked from the page		
Expression of interest form	Online form	https://docs.google.com/forms/d/e/1FAIpQLSdtPvLVywDOb15rrvI0W2_KyJt8RKp7y4MkU9FRSu_kAlj9DEA/viewform
TOURX Ambassadors	Web page	https://tour-x.eu/tour-x-ambassadors
Results & Resources	Web page	https://tour-x.eu/deliverables/

3. The online demonstrator

3.1 Access and page structure

The Governance Box is published as a page of the TourX website at <https://tour-x.eu/tour-x-governance-box/>. It can be reached from the website's main menu (Project, Results & Resources, Partnership, News & Events, Contact) and is openly accessible: no registration or login is required to view the page or to download the resources. The page header also carries the language selector and links to the project's Facebook, LinkedIn and Instagram accounts.

3.2 Inventory of downloadable resources

Table 3 lists all resources that a visitor can download from the Governance Box. The leaflet and the FAQs are available in the six languages of the DoA with Portuguese also available.

Resource	Format	Languages	Location on the page
TourX Leaflet	PDF	(EN/DE/GR/ES/IT/CN), with Portuguese also available.	Information material
TourX FAQs (20 questions)	PDF	(EN/DE/GR/ES/IT/CN), with Portuguese also available.	Information material
CoVE Governance Structure Template	Word (.docx)	(EN/DE/GR/ES/IT/CN), with Portuguese also available.	Governance Template Tools
CoVE Decision-Making Procedure Template	Word (.docx)	(EN/DE/GR/ES/IT/CN), with Portuguese also available.	Governance Template Tools
CoVE Stakeholder Engagement and Mapping Template	Excel (.xlsx)	(EN/DE/GR/ES/IT/CN), with Portuguese also available.	Governance Template Tools
CoVE Action Plan Template	Excel (.xlsx)	(EN/DE/GR/ES/IT/CN), with Portuguese also available.	Governance Template Tools

Resource	Format	Languages	Location on the page
Expression of interest (Pact for Skills / NRSPs)	Online form	EN	How can you participate

4. Description of the online page

4.1 Header, navigation and introduction

The page opens with the TourX logo, the main navigation menu and the language selector. Below the page title “TourX Governance Box”, the heading “What is the TourX Governance Box?” introduces the tool in two short statements. The first explains that the Governance Box is the first tool within the CoVE Co-operation Network and is designed to establish and promote a strong system of co-operation between the members of the network. The second explains that it will enable other prospective CoVEs to establish a collaborative framework among regional representatives of the knowledge triangle, facilitating the identification of skill gaps and labour market needs in their respective areas.

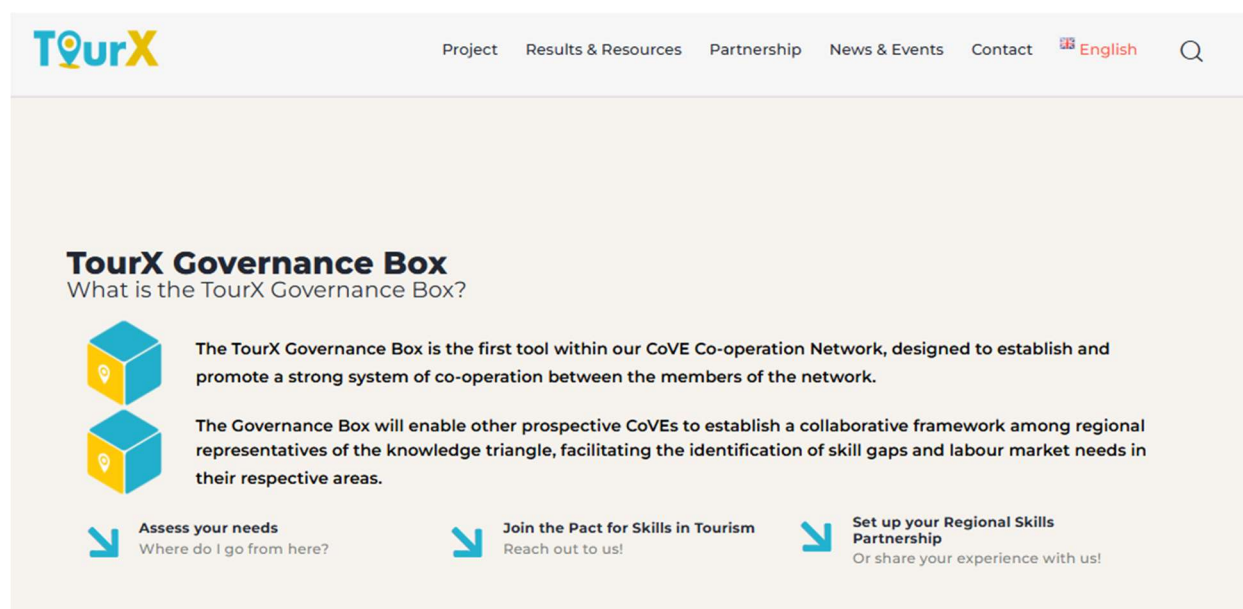


Figure 1 – Top of the Governance Box page: navigation, introduction and action blocks. Online demonstrator version: Final Revised Version, September 2026. Date of last substantive update: September 2026. Source: <https://tour-x.eu/tour-x-governance-box/>

4.2 The three action blocks

Immediately below the introduction, three blocks orient the visitor towards next steps. “Assess your needs”, accompanied by the prompt “Where do I go from here?”, is intended as the starting point for organisations that are still exploring whether and how to set up a CoVE or knowledge triangle. “Join the Pact for Skills in Tourism”, with the prompt “Reach out to us!”, invites organisations to connect with the Pact for Skills community. “Set up your Regional Skills Partnership”, with the prompt “Or share your experience with us!”, invites organisations either to create their own regional partnership or to share their experience with the TourX team. Taken together, the blocks describe a simple user journey: understand your needs, connect to the network and build your own regional partnership using the resources further down the page (Figure 3).

4.3 Information material and Governance Template Tools

Two resource sections follow the action blocks. “Information material” offers the leaflet and the FAQs as PDF downloads and is described in Section 5. “Governance Template Tools” invites visitors to download four templates and adapt them to their own CoVE and is described in Section 6. These two sections contain the operational resources that third-party CoVEs need in order to replicate the TourX governance approach.

4.4 Vocational excellence and the Regional Knowledge Triangles

Below the resource sections, the heading “How TourX defines the Vocational Excellence of Tourism Industry” introduces a set of infographic images that visualise the TourX understanding of vocational excellence in tourism. The next block, “Check out the established TourX Regional Knowledge Triangles”, presents the four Regional Knowledge Triangles in Greece, Italy, Germany and Spain. Each triangle is identified by its country flag and shows the Knowledge Triangle Coordinator and the Knowledge Triangle Members through their organisation logos. The Greek triangle is coordinated by AKMI SA. This block gives prospective CoVEs concrete examples of how the partner regions have organised themselves.

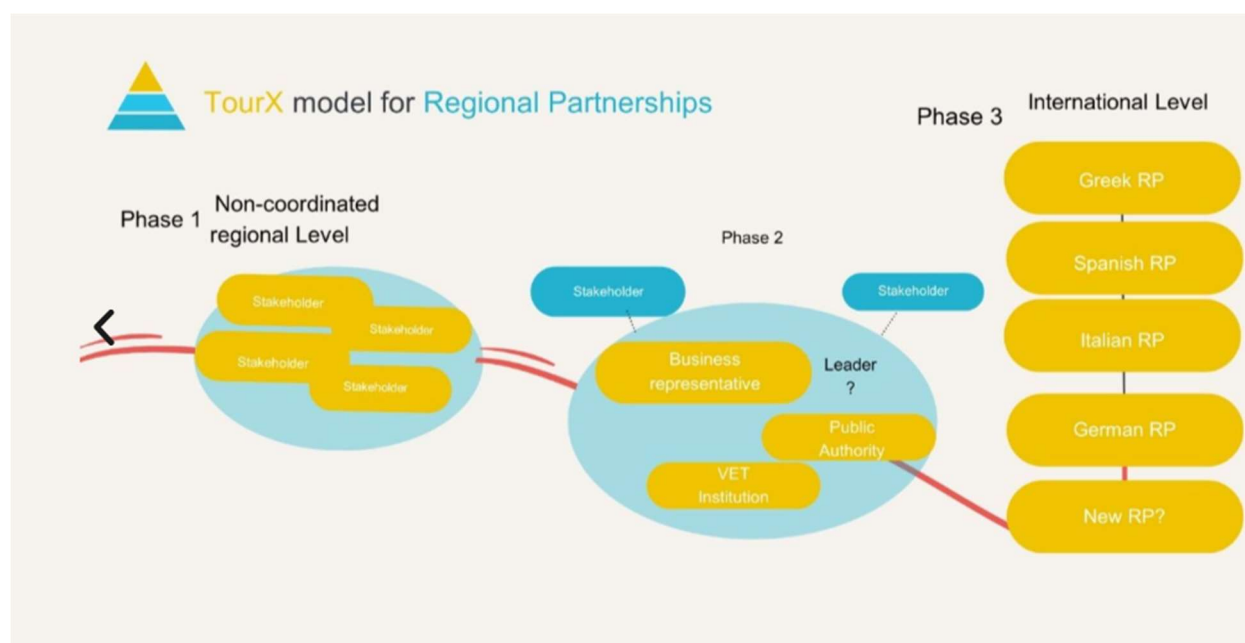


Figure 2 – Vocational excellence infographics and the four Regional Knowledge Triangles. Revised Version, September 2026. Date of last substantive update: September 2026. Source: <https://tour-x.eu/tour-x-governance-box/>

4.5 TOURX Ambassadors Club

The TOURX Ambassadors Club block addresses VET trainers, providers, entrepreneurs and employers in the tourism industry. It asks whether visitors would like to join the club, become part of the “TOURX movement” towards tourism excellence, and drive change towards a more sustainable tourism sector in the digital and green era. A news item announces the appointment of the next TourX ambassador from DEHOGA Brandenburg, and the “See All the Ambassadors” button leads to the list of ambassadors at <https://tour-x.eu/tour-x-ambassadors>. Also, more information here button links to the News page with articles and press releases available for the Knowledge Triangle of Brandenburg Region: <https://tour-x.eu/category/news/>

TOURX Ambassadors Club

- Are you interested to join our TOURX Ambassadors Club?
- Are you interested to be a part of the “TOURX movement” and move towards the tourism excellence?
- Are you a VET trainer, provider, entrepreneur, or employer in the tourism industry?
- Are you driving change toward a more sustainable tourism sector in the digital and green era?

The next DEHOGA Brandenburg TourX ambassador appointed

★ See All the Ambassadors

The Knowledge Triangle of Brandenburg Region

An example of Regional Partnership

- Close network of 30 stakeholders
- Local dissemination & follow-up events
- Flexible collaboration (weekly/monthly alignment meetings)

More information here



Figure 3 – TOURX Ambassadors Club block. Revised Version, September 2026. Date of last substantive update: September 2026. Source: <https://tour-x.eu/tour-x-governance-box/>

4.6 Governance Box and Pact for Skills

The block “Governance Box & Pact for Skills: Collaborating to Enhance Tourism Workforce Development and Achieve Shared Goals” explains how the Governance Box and the Pact for Skills in Tourism work together. It first describes what the Pact is: an initiative that addresses current and future challenges through cooperation between social partners, education systems and public authorities, builds on the Blueprint for Sectoral Cooperation, aims to upskill and reskill 10% of the workforce annually from 2022 to 2030, and creates a community in which regional actors can obtain up-to-date information on tourism policies and training insights.

Under the heading “Common objectives”, the page states that the Governance Box and the Pact jointly aim to enhance collaboration among regional actors, to identify and address skill gaps and to promote workforce development in the tourism sector. Three objectives are listed: to coordinate initiatives that upskill and reskill 10% of the workforce annually; to encourage partnerships that align with the Pact for Skills; and to foster cooperation

among CoVE members to strengthen partnerships within the tourism sector.

Under “How can you benefit”, six benefits are listed: fostering partnerships among stakeholders for knowledge sharing and resource optimisation; assessing and addressing skill shortages and quickly detecting new skills requirements; developing targeted training initiatives based on shared objectives and industry needs; encouraging continuous learning; ensuring that training aligns with labour market demands and emerging trends; and strengthening the resilience and innovation capacity of the tourism sector.

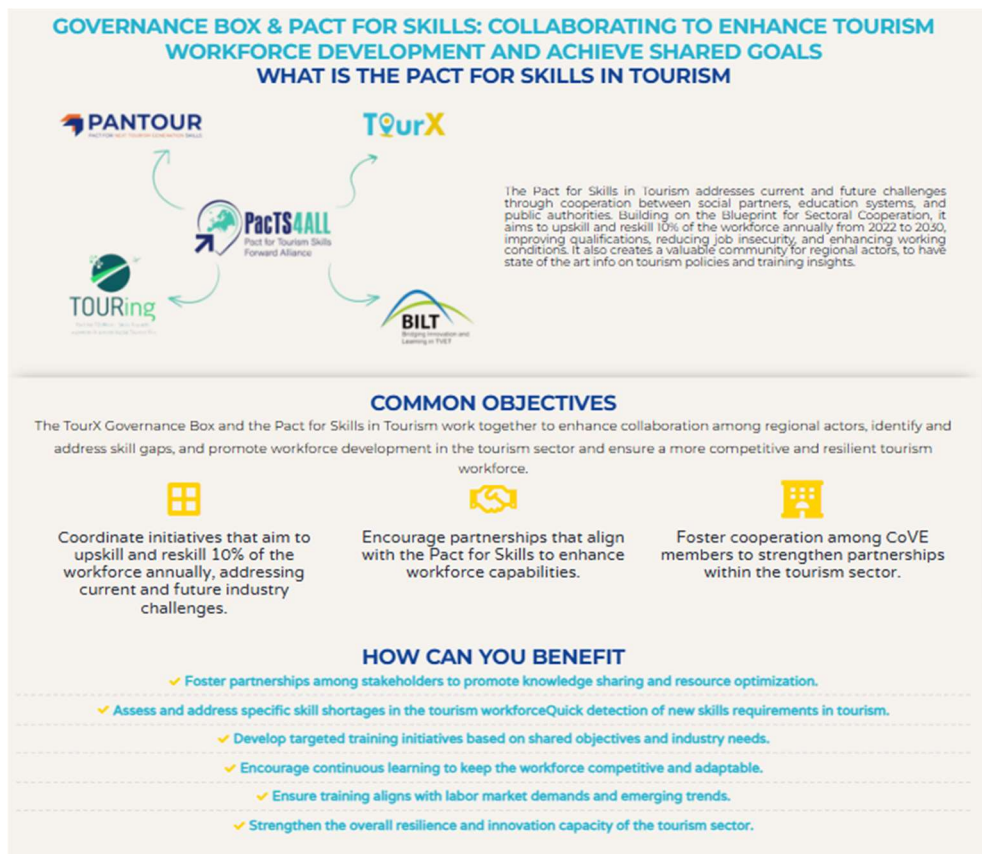


Figure 4 – The “Governance Box & Pact for Skills” block. Revised Version, September 2026. Date of last substantive update: September 2026. Source: <https://tour-x.eu/tour-x-governance-box/>

The page then presents four related EU-funded projects that form the wider context of the Box: CoVE TourX (Project No. 101056184), Forward Looking – TOURing (101087478), Pact for Next Tourism Generation Skills (101056323) and Capacity Building EU & Sub-Saharan Africa (101129220). TOURing aims to reshape tourism micro-enterprises and SMEs by upskilling them in green and digital skills; the Pact for Next Tourism Generation Skills continues the Next Tourism Generation Alliance blueprint, which maps competences in tourism and hospitality with a perspective to 2030; and the capacity-building project opens tourism vocational education and training to vulnerable groups.

The closing sections, “How can you participate” and “Next steps”, explain that the Pact yields the best results where needs are concrete and practical political decisions can be taken, that is, in the EU Member States and their regions. For this reason, the first of the twelve objectives is the setting up of National or Regional Skills Partnerships (NRSPs). These partnerships include representatives of all tourism sub-sectors and sizes, the education and training system, destinations and the public sector, and they set an annual work programme around

concrete objectives, including the detection of gaps between required and existing skills, the new skills and occupational profiles needed by the sector, and the design and planning of annual training programmes. Interested organisations are invited to inform their organisation and to express their interest through an online form ([Express your interest online here](#)).

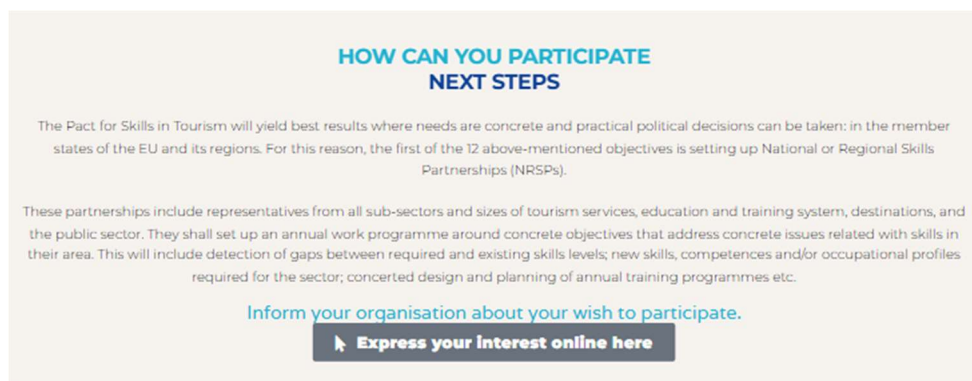


Figure 5 – Related EU-funded projects, “How can you participate” and “Next steps”. Revised Version, September 2026. Date of last substantive update: September 2026. Source: <https://tour-x.eu/tour-x-governance-box/>

4.7 Large-Scale Partnership and site map

The page ends with a graphic presenting the Large-Scale Partnership coordinators and members and a site-map graphic of the Governance Box, followed by the footer with the project’s social media links.w



Figure 6 – Large-Scale Partnership graphic and Governance Box site map. Source: <https://tour-x.eu/tour-x-governance-box/>

5. Information material: leaflet and FAQs



Figure 7 – The three action blocks and the “Information material” section of the Governance Box page. Revised Version, September 2026. Date of last substantive update: September 2026. Source: <https://tour-x.eu/tour-x-governance-box/>

5.1 Overview

The “Information material” section provides two downloadable PDF documents through the buttons “Download the Leaflet” ([EN-TourX-Leaflet.pdf](#)) and “Download the FAQs” ([EN-TOURX-FAQs.pdf](#)). Both are available in each of the six DoA languages (Table 3). Both are aimed at organisations that encounter the TourX approach for the first time: the leaflet gives a visual overview of the TourX building blocks and of regional skills partnerships, while the FAQs answer the practical questions that a prospective knowledge triangle is likely to ask.

5.2 The TourX Leaflet

The central message of the leaflet, “The building blocks of excellence”, is introduced with the question “What are they and why do they matter?”. The leaflet presents the TourX Platform for Transnational Cooperation as a set of six “boxes” that together support vocational excellence in tourism: a Skills Watchtower for increased skills anticipation; a Funding box for more investments; a Quality box for feedback loops involving graduates; a Training box for teachers and trainers, covering individual learning accounts (ILA) and micro-credentials; a box on increasing the attractiveness of vocational education and training (VET); and a Support box for tourism SMEs. The leaflet also shows the four countries in which the TourX Regional Knowledge Triangles operate: Spain, Greece, Italy and Germany.

A second part of the leaflet explains Regional Skills Partnerships. It describes a skills partnership as a collaboration in which businesses, education providers and public authorities join forces to equip people with the skills needed by today’s industries, and it argues that involvement matters because the job market is changing fast and skills gaps are growing. A two-phase diagram illustrates how stakeholders such as a VET institution, a public authority and a business representative move from non-coordinated regional activity towards a coordinated partnership with a leader. Three benefits are highlighted: a stronger workforce through upskilling and reskilling, global opportunities through connections with international partners, and funding and support through access to EU grants and investments for skills development.

The outer page of the leaflet (Figure 10) also contains a map of the countries taking part in the Pact for Skills (Bulgaria, Finland, Greece, Hungary, Ireland, Italy, the Netherlands, Spain, Portugal and Latvia), a list of contacts for the Pact for Skills organised by country (Greece, Italy, Germany and Spain), and the website and social media references of the project. The inner page (Figure 11) carries the partner logos and the acknowledgement of EU funding.



Figure 8 – The TourX Leaflet (English version) – outer page: building blocks of excellence, regional skills partnerships, map of countries and contacts. Revised Version, September 2026. Date of last substantive update: September 2026. Source: <https://tour-x.eu/wp-content/uploads/2026/09/EN-TourX-Leaflet.pdf>

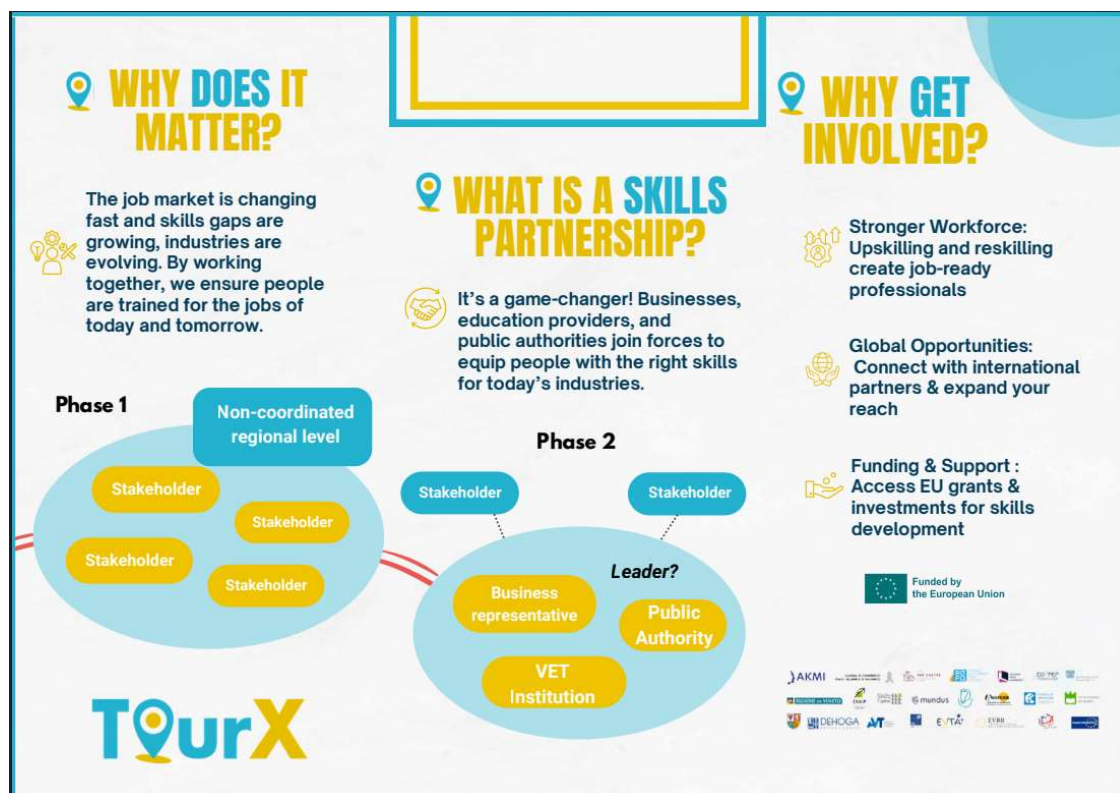


Figure 9 – The TourX Leaflet (English version) – inner page: why it matters, what a skills partnership is, why get involved, and the two-phase diagram. Revised Version, September 2026. Date of last substantive update: September 2026. Source: <https://tour-x.eu/wp-content/uploads/2026/09/EN-TourX-Leaflet.pdf>

5.3 The TourX FAQs

The FAQs document contains twenty questions and answers written for organisations that are considering creating, or joining, a Knowledge Triangle (KT). The questions fall into four themes, summarised below and listed in full in Table 4.

Setting up a Knowledge Triangle

The FAQs explain that any organisation can initiate a new Knowledge Triangle. It is typically a training institution, but this is not required; the only condition is that the organisation is involved in training and is willing to coordinate and network. The purpose of a KT is to coordinate complementary stakeholders, for example from the tourism sector, and its benefits are that it creates processes of automatic coordination, makes training more relevant and allows burdensome tasks to be shared. On who should take part, the FAQs recommend involving those who provide training, those who define which training is needed and those who make training accessible to many people. The public authority adds value to the training offer, supports its dissemination and visibility and contributes to the recognition of qualifications. To identify the right stakeholders, organisations can build on existing networks and on the experience of other triangles, and the first action recommended is to create a shared vision through discussion with partners and stakeholders, for example at an event.

Governance and cross-border cooperation

Governance within the TourX network is described as a core team of organisations in one region that engages local stakeholders while coordinating with other KT's across Europe to share good practice, knowledge and mobility opportunities, with EVBB helping to coordinate the connections. Knowledge triangles collaborate across



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borders through regular online meetings held in the context of the Pact for Skills in Tourism roughly every 40 days, complemented by bilateral meetings on specific collaborations. New members are expected to provide input about once a year through interviews or surveys and, in return, can access free training opportunities. Networking opportunities exist at national and international level, with businesses (for internships and apprenticeships), public authorities, EU networks and regional partners facing similar challenges. KT's can propose new initiatives within TourX and can get to know each other at international events such as the tourism stakeholders platform, EU Tourism Day and EU tourism stakeholders events.

Joining the network and support available

A new KT can integrate quickly into the TourX network by contacting EVBB, and TourX supports new KT's with a methodology for setting up the triangle and with networking opportunities with experienced KT's for knowledge exchange. Businesses, universities or tourism associations outside the region can join; in that case the partnership takes the form of a national skills partnership, whose purpose is to share good practice and interact with stakeholders at national level, for example ministries. A KT can also be expanded with additional partners, depending on the level of commitment. A database of organisations interested in joining is not public for GDPR reasons, but interested organisations can approach the network coordinators.

Funding and sustainability

The FAQs state that there are no membership fees or financial obligations. Belonging to a KT does not in itself provide grants, but it strengthens an organisation's position in calls for proposals, because it represents state-of-the-art collaboration in the eyes of evaluators. Attracting private investment and corporate sponsorship is described as one of the main approaches to the sustainability of KT's: training providers offer relevant courses in which businesses are convinced to invest.

The FAQs are designed as a two-page, TourX-branded leaflet with the EU funding acknowledgement; the questions are numbered 1 to 20 and are shown in Figures 12 and 13. Table 4 summarises them in the same order.





Figure 10 – The TourX FAQs (English version) – questions 1–10. Revised Version, September 2026. Date of last substantive update: September 2026. [Link](#)



Figure 13 – The TourX FAQs (English version) – questions 11–20. Revised Version, September 2026. Date of last substantive update: September 2026. [Link](#)

Table 4 – Summary of the FAQs

#	Question	Answer in brief
1	What is the purpose of a Knowledge Triangle, and how does it benefit my organisation?	Coordinates complementary stakeholders, e.g. the tourism sector; creates automatic coordination, more relevant training and shared burdensome tasks.
2	Who can initiate a new Knowledge Triangle?	Any organisation involved in training and willing to coordinate and network; usually a training institution.
3	Who should be involved in a Knowledge Triangle?	Those who train, those who define training needs and those who make training widely available.
4	How can we identify the right stakeholders for a KT?	Use existing networks and learn from the experience of other triangles.
5	What are the first actions a KT should take?	Create a shared vision with partners and stakeholders, for example through an event.
6	How is governance structured within the TourX network?	A regional core team engages local stakeholders and coordinates with other KT's across Europe; EVBB helps coordinate the connections.

#	Question	Answer in brief
7	What role does the public authority play in the KT?	Adds value to the training offer, dissemination, visibility and recognition of qualifications.
8	What are the expectations for new members when joining a KT?	Regular input (about once a year) via interviews or surveys; free training opportunities in return.
9	What networking opportunities are available through the KT?	National and international contacts with businesses, public authorities, EU networks and regional partners.
10	How do Knowledge Triangles collaborate across borders?	Regular online meetings within the Pact for Skills (about every 40 days) plus bilateral meetings.
11	What support does TourX provide to new KTs?	A set-up methodology and networking with experienced KTs for knowledge sharing.
12	How can a new KT quickly integrate into the existing TourX network?	By contacting EVBB.
13	Can we expand our KT by adding more partners in the future?	Yes, depending on the level of commitment.
14	How do KTs get to know each other and build trust?	Through international online and in-person events, e.g. EU Tourism Day and stakeholder events.
15	Can a KT propose new initiatives within TourX?	Yes.
16	Can businesses, universities or tourism associations outside our region join the partnership?	Yes, as a national skills partnership sharing good practice at national level.
17	Are there any membership fees or financial obligations?	No.
18	Can we attract private investment or corporate sponsorships?	Yes; a main sustainability approach – training providers offer courses that businesses invest in.
19	Can TourX provide a database of interested organisations looking to join a KT?	Not publicly (GDPR); interested organisations can contact the network coordinators.
20	Will we get access to funding or grants through the KT?	KT membership strengthens competitiveness in calls for proposals.

6. Governance Template Tools

Governance Template Tools

Download the templates below and adapt them to your own CoVE.

CoVE Governance Structure Template

CoVE Decision-Making Procedure Template

CoVE Stakeholder Engagement and Mapping Template

CoVE Action Plan Template

Figure 11 – “Governance Template Tools” section of the Governance Box page. Revised Version, September 2026. Date of last substantive update: September 2026. Source: <https://tour-x.eu/tour-x-governance-box/>

6.1 Overview

The “Governance Template Tools” section invites visitors to download the templates and adapt them to their own CoVE. It provides four templates: two Word documents and two Excel workbooks (Table 5). Because they are editable Word and Excel files, a third-party CoVE can complete and adapt them directly to its own context. Each download button carries an icon showing the file type (Word or Excel), and the buttons in the “Information material” section carry a PDF icon (Figures 3 and 4). The templates are provided in (EN/DE/GR/ES/IT/CN), with Portuguese also available.

Table 5 – Overview of the governance templates

Template	Format	Purpose	Link
CoVE Governance Structure Template	Word (.docx)	Define the governance structure, partner responsibilities, coordination roles and stakeholder participation mechanisms.	Download
CoVE Decision-Making Procedure Template	Word (.docx)	Define communication procedures, coordination mechanisms, consultation processes and collaborative decision-making.	Download
CoVE Stakeholder Engagement and Mapping Template	Excel (.xlsx)	Map regional actors, identify strategic partners, establish cooperation channels and maintain stakeholder involvement.	Download
CoVE Action Plan Template	Excel (.xlsx)	Define objectives, assign responsibilities, plan activities, monitor progress and ensure long-term continuation.	Download

6.2 CoVE Governance Structure Template

This template helps a CoVE or knowledge triangle to describe and formalise how it is organised. It supports the definition of the governance structure, the responsibilities of the partners, the coordination roles and the mechanisms through which stakeholders participate. By completing it, organisations establish clear responsibilities among education providers, businesses, public authorities and other stakeholders. It is intended to be used early in the set-up of a CoVE, once the partners have been identified, and to be revisited as the cooperation matures.

6.3 CoVE Decision-Making Procedure Template

This template supports a CoVE in agreeing how the partnership takes decisions. It provides a structure for describing communication procedures, coordination mechanisms, consultation processes and collaborative decision-making approaches, so that all partners share a common understanding of how proposals are discussed, who is consulted and how agreement is reached. It complements the Governance Structure Template: the latter sets out who is involved and in which role, while the Decision-Making Procedure sets out how they work together.

6.4 CoVE Stakeholder Engagement and Mapping Template

This workbook supports the identification and engagement of a CoVE’s stakeholders. It is designed to help users map regional actors, identify strategic partners, establish cooperation channels and maintain stakeholder involvement over time. The spreadsheet format lets a CoVE keep a living register of its stakeholders that can be sorted, filtered and updated as the partnership grows, and it follows the knowledge-triangle logic promoted throughout the Governance Box, which combines education and training providers, enterprises and public authorities.

6.5 CoVE Action Plan Template

The Action Plan Template supports the development of regional and organisational Action Plans. It helps users define objectives, assign responsibilities, plan activities, monitor progress and ensure the long-term continuation of the cooperation. As a model plan, it enables a new CoVE to translate the governance choices made with the previous templates into concrete activities and to track their implementation.

Governance templates (English)		
Governance Structure Template	Word	https://tour-x.eu/wp-content/uploads/2026/09/CoVE_Governance_Structure_Template_TourX_Final.docx
Decision-Making Procedure Template	Word	https://tour-x.eu/wp-content/uploads/2026/09/CoVE-Decision-Making-Procedure-Template.docx
Stakeholder Engagement and Mapping Template	Excel	https://tour-x.eu/wp-content/uploads/2026/09/CoVE-Stakeholder-Engagement-and-Mapping-Template.xlsx
Action Plan Template	Excel	https://tour-x.eu/wp-content/uploads/2026/09/CoVE_Action_Plan_Template_TourX_Final.xlsx

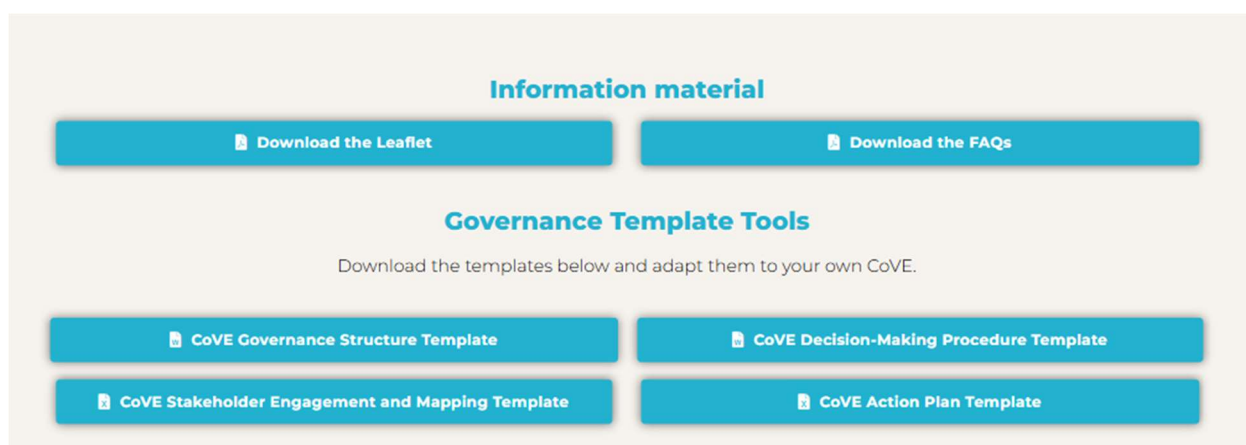


Figure 12 – Governance Template Tools. Revised Version, September 2026. Date of last substantive update: September 2026. Source: <https://tour-x.eu/tour-x-governance-box/>

6.6 Using the resources together

Table 6 shows how the resources of the Governance Box map onto the steps that a third-party CoVE typically follows when replicating the TourX approach. The steps reflect the six replication objectives of the Governance Box: to identify relevant regional stakeholders, establish governance structures, define cooperation roles, develop stakeholder engagement approaches, create implementation plans, and monitor cooperation and improvement activities.

#	Replication step	What the CoVE does	Supporting resource(s)
1	Understand the approach	Familiarise itself with the TourX building blocks and with regional skills partnerships	Leaflet; FAQs
2	Identify regional stakeholders	Map regional actors and identify strategic partners	Stakeholder Engagement and Mapping Template
3	Establish governance and define roles	Agree the structure, partner responsibilities and coordination roles	Governance Structure Template
4	Agree decision-making procedures	Set communication, consultation and decision rules	Decision-Making Procedure Template
5	Develop stakeholder engagement	Establish cooperation channels and maintain involvement	Stakeholder Engagement and Mapping Template; FAQs
6	Plan and monitor implementation	Define objectives, activities and responsibilities, and monitor progress	Action Plan Template
7	Connect to the network	Join the Pact for Skills, set up a Regional Skills Partnership or share experience	Action blocks on the page; FAQs (EVBB contact)

7. Multilingual availability

The Governance Box is available in (EN/DE/GR/ES/IT/CN) as requested in DoA, with Portuguese also available.. The language selector in the page header (Figure 2) lists all six versions and appears on every language version, so a visitor can switch language from any page. Each language version is a separate page of the website with a localised title and localised text, and each links to a localised leaflet and localised FAQs (Table 7).

The four templates are available in seven languages: English, German, Greek, Spanish, Italian Portuguese and Chinese.

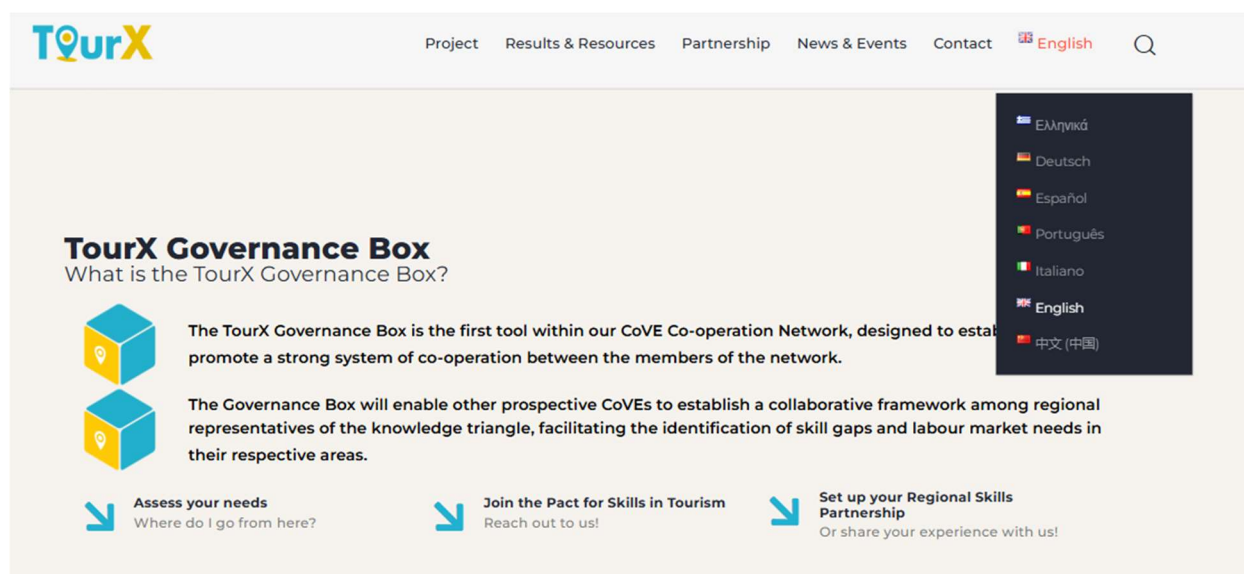


Figure 13 – Language selector of the Governance Box page. Revised Version, September 2026. Date of last substantive update: September 2026. ASource: <https://tour-x.eu/tour-x-governance-box/>

8. Transferability, replication and sustainability

The main objective of the Governance Box is to enable organisations beyond the TourX partnership to establish or strengthen a CoVE or a knowledge triangle. The resources described in this report cover the whole cycle that a third-party organisation needs. The leaflet and the FAQs explain the approach and answer practical questions; the Stakeholder Engagement and Mapping Template supports the identification of partners; the Governance Structure and Decision-Making Procedure Templates support the formalisation of roles and processes; and the Action Plan Template supports implementation planning and monitoring. Together they allow a third-party CoVE to move from informal cooperation to a structured governance model.

Replication is also supported by the network. The FAQs state that there are no membership fees or financial obligations, that TourX supports new knowledge triangles with a set-up methodology and with networking opportunities with experienced triangles, and that new KT's can integrate into the network by contacting EVBB. The action blocks on the page further invite organisations to join the Pact for Skills in Tourism, to set up their own Regional Skills Partnership and to share their experience.

The Governance Box contributes to the long-term sustainability of the TourX results. It is published as an openly accessible set of reusable resources that can continue to support CoVEs after the end of the project. It is linked to the Pact for Skills in Tourism, which runs to 2030, and the FAQs highlight private investment and sponsorship as sustainability approaches for knowledge triangles. The tool complements the wider TourX ecosystem of regional cooperation structures, Action Plans and knowledge-sharing mechanisms.

9. Conclusions

The TourX Governance Box is online and operational, and the resources requested by the Project Officer can be accessed directly from the page: a leaflet and FAQs in six languages, and four editable templates covering governance structure, decision-making procedures, stakeholder engagement and mapping, and Action Planning. The page is available in EN/DE/GR/ES/IT/CN, with Portuguese also available.

