CAMPMASTER

Development of European Curriculum in the Field of Sustainable Camping Resort Management

2020-1-HR01-KA203-077806

ID1 – IMPLEMENTATION MANUAL
Internal Deliverable

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Contents

Introduction

The purpose of the CAMPMASTER Implementation Manual is to describe the project, the management approach as well as tools and internal communication procedures for the members of the project consortium partner. It aimed at supporting the CAMPMASTER project implementation on operational level throughout the projects duration.

This Implementation Manual (IM) is structured in four (4) sections:

- **Project:** Briefly describes the project overview, its structure, intellectual outputs, deliverables, milestones, work plan and deadlines.

- **Management and Team:** Introduces the CAMPMASTER Consortium members and institutions. The Implementation Manual defines the project management approach as well as roles and responsibilities of institutions and their representatives in the CAMPMASTER Consortium.

- **Tools:** Implementation tools for daily management of the project: Communication, Shared cloud storage for on-line collaboration.

- **Documents:** Describes the process of document management, naming and version history keeping, layouts and archiving.

1. Project Lifecycle

CAMPMASTER project

CAMPMASTER project aims at developing the first international European University Master *Curriculum* in the field of Sustainable CAMPING resort management. To ensure a holistic and innovative approach to *curriculum* creation, university and business professionals together with students will develop learning outcomes and modules. In this way, student interest and feedback will be included in the final versions of the *curriculum* ensuring an integral quality approach with all stakeholders feedback considered during the intellectual production process.

Project implementation plan

The project duration is 24 months, 10/2020 – 9/2022

PROJECT TIMETABLE																								
	lis.20	11	12	1	2	3	4	5	6	7	8	9	10	11	12	1	2	3	4	5	6	7	8	9
MONTHS	M1	M2	M3	M4	M5	M6	M7	M8	M9	M10	M11	M12	M13	M14	M15	M16	M17	M18	M19	M20	M21	M22	M23	M24
Project activity*	N	D	J	F	M	A	M	J	J	A	S	O	N	D	J	F	M	A	M	J	J	A	S	O
A1 Project Management-FTHM																								
A1-A1 Preparation																								
A1-A2 Implementation																								
A2 Evaluation and Quality Assurance-Udg																								
A2-A1 Preparation																								
A2-A2 Implementation																								
A3 Dissemination and Exploitation-Breda																								
A3-A1 Preparation																								
A3-A2 Implementation																								
O1 Learning outcomes and modules (UdG)																								
O1-A1 Development and preparation of the implementation CAMPMASTER Guid																								
O1-A2 Analysis of the best international master tourism and hospitality gradua																								
O1-A3 CAMPMASTER learning needs design																								
O1-A4 CAMPMASTER learning needs research and analysis																								
O1-A5 Preparation of the first draft																								
O1-A6 CAMPMASTER focus groups for the discussion																								
O1-A7 To define the final version of learning outcomes																								
O2 CAMPMASTER Curriculum Handbook (BUAS)																								
O2-A1 To establish courses and teaching staff																								
O2-A2 To define a minimum of 15 syllabus courses																								
O2-A3 To establish common methodology for curriculum implementation and develop guidelines																								
O2-A4 To produce the final version of a complete set of 15 syllabi																								
O2-A5 To review the complete curriculum																								
O2-A6 To produce the revised CAMPMASTER curriculum																								
O3 Learning platform for the camping industry (FTHM)																								
O3-A1 To set up the virtual environment for online activities																								
O3-A2 Design and development of learning resources																								
O3-A3 Organisation of learning events																								
O3-A4 Publishing the revised and final OERs (Learning Platform)																								
O4 BEST PRACTICE CASE STUDIES FROM THE SUSTAINABLE CAMPING MANAGEMENT (LEADING)																								
O4-A1 Guidelines development for drafting a teaching case study																								
O4-A2 Identification of best practices																								
O4-A3 Observation process																								
O4-A4 Producing 12 teaching case studies																								
Meeting 1 - Croatia	Kick off																							
Meeting 2 - Netherlands							Meeting Breda																	
Meeting 3 - Stuttgart																	Meeting Stuttgart							
Meeting 4 - Spain + conference																								Meeting Girona
Multiplier Event E1							CRO		CRO															
Multiplier Event E2							NL		NL															
Multiplier Event E3							ES		ES															
E13 - Final conference																								Conf Girona
C1 Joint staff learning activities							BUAS Breda																	

Project Intellectual Outputs

The CAMPMASTER project is organised in four (4) Intellectual outputs O1 – O4 and four (4) transversal activities as shown in Figure1.

Project CAMPMASTER internal logic structure
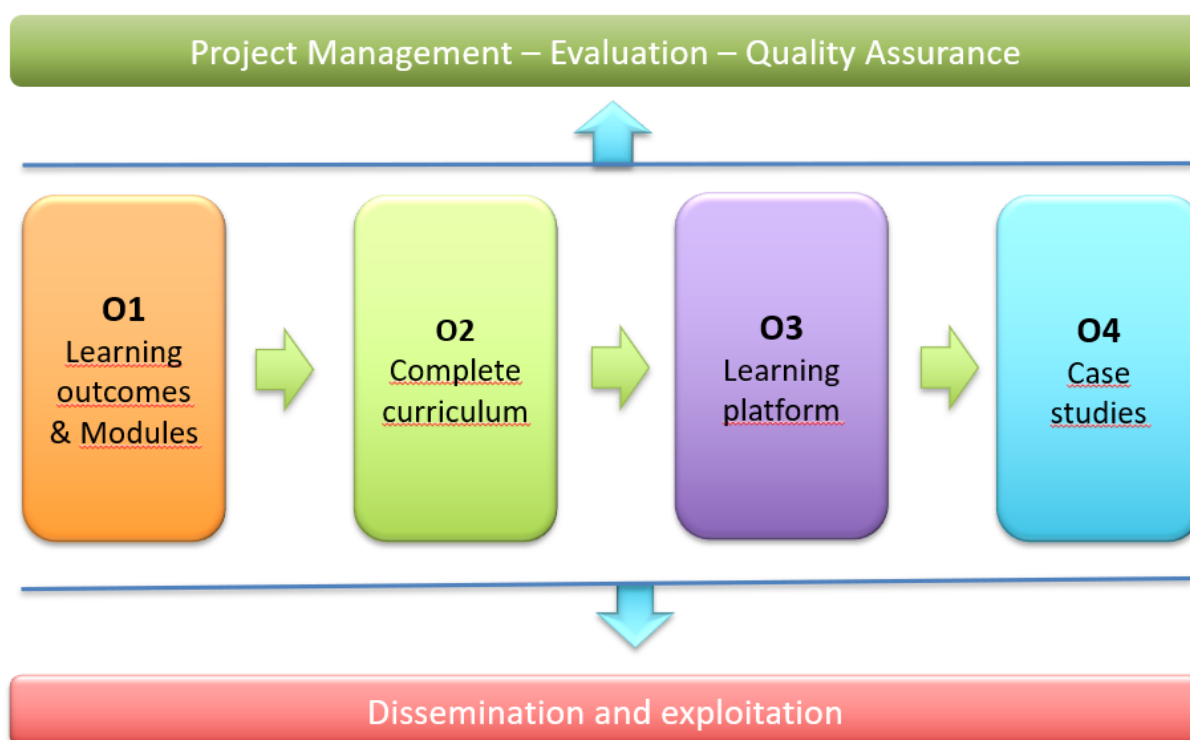
2. Organizational structure

Approach to management

The CAMPMASTER consortium adopts a co-responsibility approach and a Project Steering Committee (PSC), composed by one representative of each partner and two representatives of the Coordinator which will be established in that purpose. The role of the PSC is to foster teamwork and accountability, support the project coordinator in major decisions, strategic decisions, and risk management. The PSC will also be in charge to manage a possible partner withdrawal from the project, and consequent redistribution of project funds among the remaining partners. The Project Steering Committee will take responsibility for all contractual aspects of the project, including financial issues, ensuring terms and conditions of the contract are compliant with the programme regulation, and ensuring that appropriate and effective communication and procedures are in place.

The PSC will meet during the project at least every six months in F2F or virtual meetings organized for that purpose. In case of need, further meetings, in site or by means of virtual tools, may be organized.

Project coordination

Regarding operational management, the Project Coordinator (PC) will be the reference person for the project, ensuring the implementation of the activities in time, in the budget, and the consistency between objectives and outcomes. PC will be in charge to deal with the bodies responsible for the implementation of the programme. The project coordinator shall represent the Applicant, and will take responsibility for all contractual aspects, including financial matters, ensuring compliance with the terms and conditions of the contract and ensuring that appropriate and effective communication and procedures are in place.

Regarding progress and final reporting, this will be compliant with rules and procedures for the Erasmus + Programme. The project coordinator will be in charge to draft the official reports for the project, and to send for feedback and review to all partners before sending to the European Agency.

Within project coordination, the following activities are planned in general:

- to establish and manage online communication channels and the repository,
- to define procedures for communication, financial management, risk management and conflict resolution,
- to establish the Project Steering Committee,
- to monitor and evaluate the project progresses and activate remedial actions in case of need,
- to establish the financial working group, composed by a financial officer appointed for each organization and coordinated by the responsible person of the applicant,
- to monitor and check financial flows according to established and agreed procedures within the consortium,
- to organize and carry out project meetings, in cooperation with the hosting institution (agenda definition, participation of all partners, preparation of presentations, writing of minutes etc.),
- to report the national Agency for mobility and EU Programmes.

The Risk plan

NO.	DESCRIPTION OF POSSIBLE RISK	IMPACT	PROBABILITY OF OCCURRENCE	REMEDIAL ACTIONS
1.	Low level of involvement of stakeholders	Delay in activities and responsibilities	Low	The coordinator should monitor project plan in order to prevent any delay in activities and responsibilities
2.	Constant communication with all stakeholders and focusing all promotion activities at target groups of the project	Deviation from the default plan described in the dissemination plan	Low	The coordinator and project partners in charge of dissemination activities should monitor all activities from the dissemination plan, filling in the questionnaires of participants etc.
3.	Conflict among team members	Incomplete and inefficient execution of planned activities	Low	The coordinator should achieve dialogue and organize a meeting to improve relations and continue activities
4.	External conditions	Possible postponement of meetings and multiplier events due to COVID-19 situation or similar situation	Medium	Postpone events and meetings to a favorable situation or maintaining using online tools
5.	Delays of project implementation	Duration of the project extending because of the COVID-19 situation	Medium	The coordinator should look after the set deadlines or, as a last resort, request an extension of the project
6.	Document risks: Questionnaires to partners with informative evaluation activities	Lack of questionnaires and negligence in filling out	Low	Provided in the Evaluation and Quality Plan, the partners in charge of implementing the quality plan together with the coordinator supervise the completion and delivery of the questionnaire
7.	Risk management			
7a.	Constant communication with all stakeholders and focusing all promotion activities at target groups of the project	Lack of communication and deviation from the promotional activities provided in the dissemination	Low	Defined in Gantt chart and internal deliverables (ID1, ID2, ID3)
7b.	Meticulous planning of project activities and scheduling during the preparation phase	Generally defining activities and deadlines	Low	In the project preparation itself, the deadlines for activities are defined in detail, as well as in the Gantt chart and internal deliverables
8.	Partners ceases the project (serious illness, sudden death, retirement/job change	Delay in activities and responsibilities	Medium	The coordinator should delegate responsibilities among other partners in accordance with the action plan. Each university has several staff involved in the project who are familiar with the responsibilities and tasks. Other partners have similar knowledge and expertise and participate in activities together.

Members of the consortium and their representatives

The following table provides details about the technical and scientific contacts for each organization member of the CAMPMASTER Consortium. The following reference persons constitute the **Project Steering Committee**:

Campmaster Project Steering Committee

Partner	PSC member
University of Rijeka, Faculty of Tourism and Hospitality Management (**UNIRI FTHM**)	Josipa Cvelić Bonifačić, Sandra Janković
Stichting Breda University of Applied Sciences (**BUAS**)	Jos Van der Sterren
University of Girona (**UdG**)	Lluis Coromina
Camping Association Girona (**CAG**)	Ward Wijngaert
The Leading Camping & Caravaning Parks of Europe (**LEADING**)	Eicke Schüürmann
Kamping udruženje Hrvatske (**KUH**)	Adriano Palman

Intellectual Output Coordinators

The responsible partner for each intellectual output and internal deliverable (ID):

Ref.	Intellectual Output title	Partner in charge
IO 1	Learning Outcomes and Modules of the Master Study programme Sustainable Camping Resort Management	University of Girona (**UdG**)
IO 2	Campmaster Curriculum Handbook	Stichting Breda University of Applied Sciences (**BUAS**)
IO 3	Learning platform for Camping Industry	University of Rijeka, Faculty of Tourism and Hospitality Management (**UNIRI FTHM**)
IO 4	Teaching Case Studies from the Camping Industry	The Leading Camping & Caravaning Parks of Europe (**LEADING**)
A1	Project Management	University of Rijeka, Faculty of Tourism and Hospitality Management (**UNIRI FTHM**)
A2	Evaluation and Quality	University of Girona (**UdG**)
A3	Dissemination and Exploitation	The Leading Camping & Caravaning Parks of Europe (**LEADING**) Supported by **KUH** and **CAG**

Responsible for project deliverables

The responsible partner for each deliverable is listed in the table:

Ref	Deliverable title	Partner in charge
ID 1	CAMPMASTER implementation manual	University of Rijeka, Faculty of Tourism and Hospitality Management (**UNIRI FTHM**)
ID 2	Evaluation and Quality Plan	University of Girona (**UdG**)
ID 3	Dissemination and exploitation plan	The Leading Camping & Caravaning Parks of Europe (**LEADING**) Supported by **KUH** and **CAG**
E1	Multiplier event	University of Rijeka, Faculty of Tourism and Hospitality Management (**UNIRI FTHM**)
E2	Multiplier event	Stichting Breda University of Applied Sciences (**BUAS**)
E3	Multiplier event	University of Girona (**UdG**)

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CURRICULUM

Co-funded by the
Erasmus+ Programme
of the European Union

E4	Final Conference Girona	Camping Association Girona (**CAG**), supported by **LEADING**, **KUH** and **UdG**.
C1	Learning week	Stichting Breda University of Applied Sciences (**BUAS**)
L1	Learning event, as described in IO3	University of Rijeka, Faculty of Tourism and Hospitality Management (**UNIRI FTHM**)
L2	Learning event, as described in IO3	University of Rijeka, Faculty of Tourism and Hospitality Management (**UNIRI FTHM**)
L3	Learning event, as described in IO3	University of Girona (**UdG**)
L4	Learning event, as described in IO3	University of Girona (**UdG**)
L5	Learning event, as described in IO3	Stichting Breda University of Applied Sciences (**BUAS**)
L6	Learning event, as described in IO3	Stichting Breda University of Applied Sciences (**BUAS**)
M-A	Logo, graphics and website (project identity)	University of Rijeka, Faculty of Tourism and Hospitality Management (**UNIRI FTHM**)
ICG in O1	Implementation CAMPMASTER Guidelines (**ICG**)	University of Girona (**UdG**)
CCH in O2	CAMPMASTER Curriculum Handbook (**CCH**)	Stichting Breda University of Applied Sciences (**BUAS**)
LP in O3	Learning platform online (**LP**)	University of Rijeka, Faculty of Tourism and Hospitality Management (**UNIRI FTHM**)
LR 1-6	Six learning resources delivered and evaluated	University of Rijeka, Faculty of Tourism and Hospitality Management (**UNIRI FTHM**) Stichting Breda University of Applied Sciences (**BUAS**) University of Girona (**UdG**)
CS	12 case studies delivered and evaluated	The Leading Camping & Caravaning Parks of Europe (**LEADING**)

Financial management

With respect to financial management, the Financial Head Officer of the applicant organization, **UNIRI FTHM**, will coordinate a dedicated **financial working group** of financial representatives of the partners (one representative per partner). This working group will monitor financial flows, keep track of financial figures and report to the Financial Head Officer and to Project Coordinator. **At least every six months**, all partners will send financial data to the Financial Head Officer and the Expenditure Control Coordinator who will report to the PSC. Aside from being available online at the project web site, the results of the six-month review will be presented and discussed during each PSC.

Contact persons for finances

Partner	CAMPMASTER financial working group
University of Rijeka, Faculty of Tourism and Hospitality Management (**UNIRI FTHM**)	Sandra Janković
Stichting Breda University of Applied Sciences (**BUAS**)	Patricia Leis
University of Girona (**UdG**)	
Camping Association Girona (**CAG**)	Mireia Sala
The Leading Camping & Caravaning Parks of Europe (**LEADING**)	Eicke Schüürmann
Kamping udruženje Hrvatske (**KUH**)	Adriano Palman

3. Tools

Internal Communication

E-mails

Individual exchanges between partners take place by using individual email addresses. The complete list of addresses of the participants in the project is available from the Coordinator by request.

When communicating between individuals, it is considered good practice to involve the members of the working groups and/or the IO leader in the discussion, in CC.

When sending e-mails it should be remembered that many people may be working on a number of different projects, and are likely to receive numerous e-mails every day. It could be difficult to recognize the significance of an e-mail quickly as well as to find and segregate related e-mails. For this reason, it is preferably to add the following words in e-mail subject:

[**CAMPMASTER**]

When sending e-mails with file attachments, please consider the size of the attachment. However, reference documents should be attached to the e-mail when they are referenced. Remember to upload the document to the Google Drive space first.

On-line meetings

For online meetings Microsoft Teams is the preferable option.

On-line storage

The CAMPMASTER Google Drive is the designated storage space for all project documentation except that containing personal information regarding the (EU) 2016/679 (**General Data Protection Regulation**).

The IO Leaders are in charge to manage the folders as they see fit. Because it is a shared folder, caution is recommended when deleting, renaming, or moving items. Any change will be visible to all partners.

The CAMPMASTER Google Drive space is located at:

https://drive.google.com/drive/u/1/my-drive

Sign in e-mail: erasmus.campmaster@gmail.com

Password: Ka203e1423370

4. Documents

Several types of documents will be produced during the project's lifecycle. Management in terms of presentation, structure and appearance depends on its nature. These documents are:

a) Agenda of meetings,
b) Minutes of meetings,
c) Presentations,
d) Deliverables/Outputs.

Agenda of the meetings

The agenda of meeting is the document made to provide general information in regards to an upcoming meeting. The agenda contains information about the logistics of the meeting, the attendees, the meeting's objectives, and the list of topics, which will be discussed during relevant meeting.

The following information must be included in the meeting agenda: date, time of beginning and end of each day, venue, name of the person convening the meeting, type of meeting, chairman, meeting

list, meeting objectives, list of participants, list of topics to be discussed, the names of the persons in charge of a given presentation or discussion.

The agenda shall be stored in Google Drive under the subfolder Meetings, under a sub-subfolder named as follows: Meeting-Number-City.

The agenda can be produced in any of the following editable formats: DOC or DOCX. When the agenda is in preparation, it should be named according to the following convention:

CAMPMASTER-Meeting-Number-agenda-draft-Version Number

For example:

CAMPMASTER_Kickoffmeeting_agenda_draft_v1

Once the agenda is in its final version, it will be produced in PDF format and named without version number. Only one final version can exist in PDF format, whereas several versions of a document in editable format can exist in the same folder.

The agenda shall be prepared with the template CAMPMASTER-Template-Agenda that is located at the root of the Templates subfolder in the Project Management folder.

The agenda will be delivered **at least seven (7) calendar days** preceding the relevant meeting. The agenda is the result of a collaboration and agreement between the project's coordinators and the representatives of the partner's institution organizing the meeting. The preparation of the agenda is supervised by the project coordinator, who will deal with host logistics.

Minutes of the meeting

The minutes of meetings are the documents made to have a sum-up of the presentation, discussions and decisions taken, which occurred during the relevant meeting.

The content of the minutes depends on the nature of the meeting and should contain the following items: date, time of beginning and end of each day, venue and name of the person convening the meeting, type of meeting, chairperson, meeting list, list of attendees followed by apologies, introduction, items addressed, decisions taken, next tasks, next meeting.

The Minutes shall be stored in the Google Drive under the subfolder Meetings, under a sub-subfolder named under a sub-subfolder named as follows: Meeting-Number-City

The Minutes can be produced in any of the following editable formats: DOC or DOCX. When the Minutes are in preparation, it should be named according to the following convention:

CAMPMASTER-Meeting-Number-minutes-draft-Version Number

For example:

CAMPMASTER_Kickoffmeeting_minutes_draft_v1

Once the Minutes are in their final version, they shall be produced in PDF format and named without version number. Only one final version can exist in PDF format, whereas several versions of a document in editable format can exist in the same folder.

The minutes shall be prepared with the template CAMPMASTER-Template-Minutes that is located at the root of the Templates subfolder in the Project Management folder.

The minutes are issued **10 calendar days** after the relevant meeting, and its final version should be agreed by partners by **15 calendar day** from the date of issue.

Presentations

The presentations prepared for meetings and public events shall be prepared using the template CAMPMASTER-Template-Presentation that is in Dissemination subfolders in Google Drive.

When the presentations belong to a coordination meeting, these will be stored in the Google Drive under the subfolder Meetings.

When the presentations are public, they shall be stored within the A3 Dissemination and Exploitation folder, inside Dissemination-archive subfolder.

The presentations should be named according to the following convention:

CAMPMASTER_PRESENTATION_[EVENT]_YYYY_MM_DD

Only presentations in their final version should be stored in the CAMPMASTER Google Drive.

Deliverables/Outputs

Outputs are contractual documents. Each of the outputs tackles a specific subject and has its responsible partner who should produce it and directly co-ordinate the work of the different partners involved. An output leader has been designated for each Intellectual Output/Activity, and this will be responsible for the deliverable production, in co-operation with other partners as designed. Review of each output is described in **ID2 Evaluation and Quality Plan**.

Structure

Each report shall be prepared with the following common structure.

- Cover
- Document identification table
- License and copyright
- Versioning and contribution history
- Table of contents: Table of contents is not needed for a short document. If included, it should contain the section and sub-section headings with their starting page number
- Abbreviations
- Executive summary or Introduction
- Content: The contents of a document should be organized into hierarchical structure. An introductory section, giving an overview of the document and the descriptions of
-

the notations and abbreviations used, is recommended. Each hierarchical unit should have a unique identifier, such as section heading and/or a section number

- Conclusions
- References: References shall be prepared using APA citation styles
- Annexes: Each appendix should have a unique and meaningful title. They should be ordered according to their order of citation in the main text.

Formatting and use of styles

The Output reports shall be prepared with the template CAMPMASTER-Template-Reports that is located at the root of the Templates subfolder in the Google Drive.

Formal review prior submission

According to the **ID2 Evaluation and Quality Plan**, there will be a review of the outputs. Details on the process are included the same document.

Archiving

The official archiving of the outputs will be the Google Drive space.

Each partner should access the space and upload shared materials autonomously.

The IO leader is responsible for the management of the coordinated IO folder. The project coordinator is in charge to manage the overall space.