PROJECT HANDBOOK

◐PTIMA

Open Practices, Transparency and Integrity for Modern Academia

VERSION 3.3
PUBLIC

The project handbook outlines the internal procedures for project execution, administrative management, management structures, reporting, communication, and collaboration for the OPTIMA Project.

Document Description

Deliverable 6.1. Project Handbook

6.1. Project Handbook			
WP6. Management			
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Reviewers	*All partners*		

Revision History

Issue	Item	Comments	Author/Reviewer
v1.0	Draft	First draft based on consultations with project EU partners. Structure and sections added.	Oleksandr Berezko
v1.1	Revised draft	'Project success strategy' added. Text clean up.	Pavlo Zhezhnych
v2.1	OPTIMA template	Incorporated the text into the OPTIMA deliverable template. Added table of contents.	Oleksandr Berezko
v2.2	Suggestions and comments	Comments and suggestions for revision by EIFL.	Iryna Kuchma
v3.1	Suggestions and comments	Comments and suggestions after the presentation of the handbook and related discussion during the OPTIMA Kick-Off Meeting. Revision of language.	All partners
v3.2	Revisions	Incorporating comments by all the partners.	Oleksandr Berezko, Pavlo Zhezhnych
v3.3	Finalization	Incorporating final comments and language corrections.	Oleksandr Berezko

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Abbreviations

- EC – European Commission
- EU – European Union
- WP – Work Package
- GA – Grant Agreement
- PA – Partnership Agreement
- PSC – Project Steering Committee
- PSCM – Project Steering Committee Meeting
- OS – Open Science
- OPR – Open Peer Review
- HEI – Higher Education Institution

Executive summary

The project management handbook outlines the internal procedures of the OPTIMA project consortium in terms of project execution, administrative management, management structures, communication, and collaboration. It contains all relevant information for Consortium partners to refer to during the project to complete and fulfill all project management, reporting, and communication tasks.

The project management handbook describes the following aspects of the project:

- Consortium
- Success strategy: project phases, WPs, KPIs, and tangible results
- Management and decision-making structures
- Internal communication
- External communication
- Deliverable management
- Internal reporting to the coordinator
- External reporting to the European Commission

1. Introduction

This project handbook is a reference document designed to provide information to support the OPTIMA project partnership in their day-to-day tasks as well as give links to further details were required. This document also outlines the standard procedures the OPTIMA consortium will implement when delivering project reports and deliverables, including file naming conventions and the use of agreed procedures and templates where relevant. This handbook is a living document and will be updated periodically during the project. For the avoidance of doubt, the GA and the PAs take precedence over this document, which is for guidance purposes only.

1.1. Main Project Objectives

The general objective of the project is improving the quality of higher education in Ukraine by increasing the level of academic integrity through bringing open practices and transparency.

All activities are directed to achieve the general objective by three project specific objectives:

1. Introducing a new quality assurance mechanism – online OPR platform for transparent research results evaluation at academic conferences in Ukrainian HEIs.
2. Foster EU-Ukrainian cooperation and internationalization of Ukrainian HEIs by building an international online virtual community of peer reviewers and researchers within the online OPR platform.
3. Raising awareness on academic integrity and OS, improvement of open practices and OS skills at Ukrainian HEIs and society at large through implementation of new subjects on open practices within modernized academic courses and open online course.

The first group of activities is focused on online open peer review platform for transparent research results evaluation. The platform is planned to be a tool for supporting and organizing at least 10 academic conferences in Ukraine by introducing open principles and practices.

The second group of activities concerns of EU-Ukrainian cooperation through the open science virtual community of peer reviewers and researchers. The virtual community will be supported by means of the open peer review platform. The virtual community should involve leading experts and researchers in open science from EU countries.

The third group of activities includes:

• training workshops on best practices on Open Science;
• development of 5 new academic subjects on Open Science for Master students and PhD candidates;
• development of open online course on Open Science;
• organizing an awareness campaign on academic integrity at 20 secondary schools in Lviv, Vinnytsia, Lutsk and Sumy.

1.2. Consortium

OPTIMA aims at introducing best open academic practices to Ukraine to boost transparency, integrity and quality of higher educational services. Accordingly, the project consortium was formed with an eye towards bringing together EU organizations with strong relevant capacities acting as trainers and mentors as well as various organizations from Ukraine able to drive change on institutional, local and national level. Program countries are represented by Austria (TU Graz), Belgium (Eurodoc), France (UCA), Netherlands (EIFL), and Poland (WUST) as seen on Fig. 1.

The project addresses cross-cutting priorities by suitable actions: indication of a relevant subject for the theme of climate change in the curricula development, involvement of the disadvantaged academic communities of displaced universities from the war zone in the Eastern Ukraine, and implementation of an OPR platform as an inclusive environment for everyone, regardless of their physical, economic or cultural challenges. Ukrainian partners were selected to support the above and represent diverse regions of the country (Fig. 1).
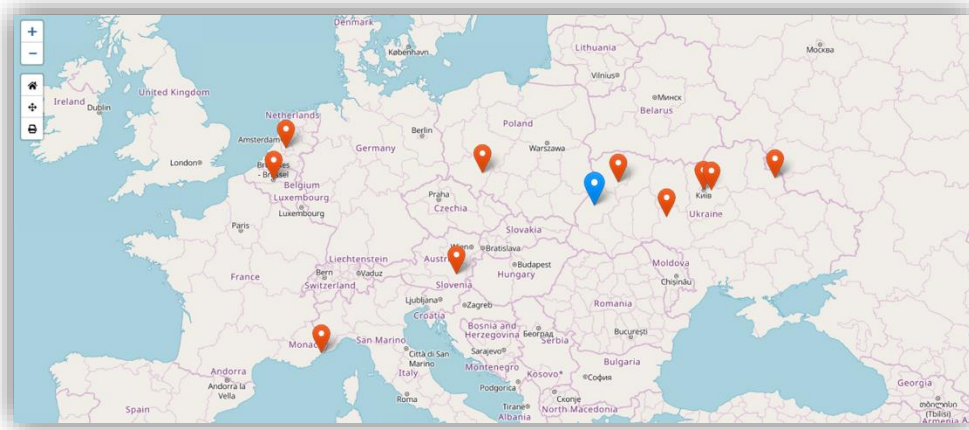
Figure 1. Location of OPTIMA project partners on the map of Europe

Table 1 gives an overview of the partner organizations' key representatives who are participating in OPTIMA, including their contact details (PSC members are highlighted in light yellow). However, the full list of all project team members is considerably larger and is determined by the relevant documents of project partners at the institutional level.

Table 1. Key representatives of the consortium.

Organization	Role	Representative's name & email
Lviv Polytechnic National University (LPU, Ukraine)	Project Coordinator, PSC member	Pavlo Zhehnych pavlo.i.zhezhnych@lpnu.ua
Lviv Polytechnic National University (LPU, Ukraine)	Project Manager, LPU contact person, PSC member	Oleksandr Berezko oleksandr.l.berezko@lpnu.ua
Lviv Polytechnic National University (LPU, Ukraine)	Project team member	Oleksandr Ivashchuk oleksandr.s.ivashchuk@lpnu.ua

Lviv Polytechnic National University (LPU, Ukraine)	Project team member	Ivan Tymchuk ivan.s.tymchuk@lpnu.ua
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Vasyl Stus Donetsk National University (DonNU, Ukraine)	Project team member	Inna Hresko i.hresko@donnu.edu.ua
Sumy State University (SumDU, Ukraine)	SumDU contact person, PSC member	Artem Artyukhov a.artyukhov@pohnp.sumdu.edu.ua
Sumy State University (SumDU, Ukraine)	Project team member	Kostyantyn Kyrychenko k.kyrychenko@dir.sumdu.edu.ua
Lutsk National Technical University (LutskNTU, Ukraine)	LutskNTU contact, PSC member	Halyna Herasymchuk h.herasimchuk@lntu.edu.ua
Lutsk National Technical University (LutskNTU, Ukraine)	Project team member	Oksana Liashenko oksana.liashenko@lntu.edu.ua
National Antarctic Scientific Center (NASC, Ukraine)	NASC contact, PSC member	Svitlana Krakovska svitlanakrakovska@gmail.com
National Antarctic Scientific Center (NASC, Ukraine)	Project team member	Anatolii Chernov achernovp@gmail.com
National Agency for Higher Education Quality Assurance (NAQA, Ukraine)	PSC member	Nataliia Stukalo nstukalo@naqa.gov.ua
National Agency for Higher Education Quality Assurance (NAQA, Ukraine)	NAQA contact	Albina Tsiatkovska atsiatkovska@naqa.gov.ua
Graz University of Technology (TU Graz, Austria)	PSC member	Tony Ross-Hellauer tross@know-center.at
Graz University of Technology (TU Graz, Austria)	Partner, TU Graz contact	Stefan Reichmann stefan.reichmann@tugraz.at
Wrocław University of Science and Technology (WUST, Poland)	WUST contact, PSC member	Wojciech Wodo wojciech.wodo@pwr.edu.pl
Wrocław University of Science and Technology (WUST, Poland)	Partner	Katarzyna Wartalska katarzyna.wartalska@pwr.edu.pl
Wrocław University of Science and Technology (WUST, Poland)	Partner	Martyna Grzegorzek martyna.grzegorzek@pwr.edu.pl
University of Côte d'Azur (UCA, France)	PSC member, UCA contact	Aurea Cophignon aurea.cophignon@univ-cotedazur.fr
University of Côte d'Azur (UCA, France)	Project team member	Madonna Lamazian madonna.lamazian@univ-cotedazur.fr
University of Côte d'Azur (UCA, France)	Project team member	Maria Hernandez maria.hernandez@univ-cotedazur.fr
European Council of Doctoral Candidates and Junior Researchers (Eurodoc, Belgium)	Eurodoc contact, PSC member	Agnieszka Zyra agnieszka.zyra@eurodoc.net

European Council of Doctoral Candidates and Junior Researchers (Eurodoc, Belgium)	Partner	Giulia Malaguarnera giulia.malaguarnera@eurodoc.net
Stichting eIFL.net (EIFL, Netherlands)	EIFL contact, PSC member	Iryna Kuchma iryna.kuchma@eifl.net

2. The project's success strategy

There is three-stage strategy for achieving the project objectives. Each one of these stages is further divided into work packages (WPs) and respective deliverables. The three stages are defined as:

1) Preparation (WP1).
2) Development (WP2, 3).
3) Dissemination & exploitation (WP5).

2.1. Preparation phase

The first phase of the project deals with identification and establishment of requirements to:

• the open peer review platform;
• new subjects on Open Science;
• open online course on Open Science.

This phase is covered by the WP1, active phase is M3-6, M15-18 and M28.

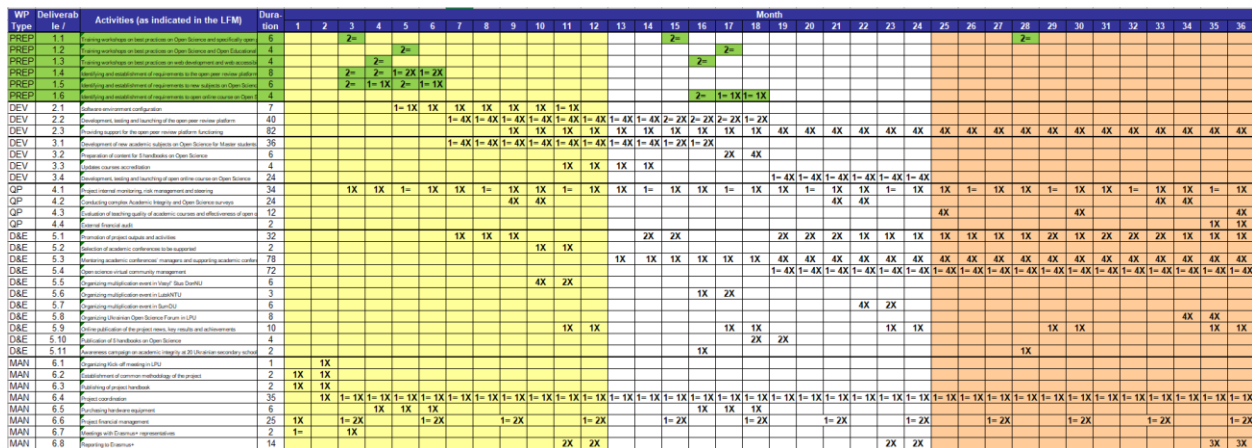The following figure shows planned activities of the preparation phase at the timeline.

Figure 2. Timeline of the preparation phase

2.2. Development phase

The second phase is separated into two parallel lines of actions that provide developing activities according to requirements established at the first phase. These two lines of actions are represented by WP2 and WP3, active phase lasts during M7-24 and M25-36 for support services only. The purpose of this phase is to develop:

- the open peer review platform;
- new academic subjects on Open Science for Master students and PhD candidates;
- open online course on Open Science.

The following figure represents activities of the second phase at the timeline:

WP Type	Deliverable /	Activities (as indicated in the LFM)	Duration
PREP	1.1	Training workshops on best practices on Open Science and specifically open...	6
PREP	1.2	Training workshops on best practices on Open Science and Open Educational...	4
PREP	1.3	Training workshops on best practices on web development and web accessib...	4
PREP	1.4	Identifying and establishment of requirements to the open peer review platform	8
PREP	1.5	Identifying and establishment of requirements to new subjects on Open Scien...	6
PREP	1.6	Identifying and establishment of requirements to open online course on Open S...	4
DEV	2.1	Software environment configuration	7
DEV	2.2	Development, testing and launching of the open peer review platform	40
DEV	2.3	Providing support for the open peer review platform functioning	82
DEV	3.1	Development of new academic subjects on Open Science for Master students	36
DEV	3.2	Preparation of content for 3 handbooks on Open Science	6
DEV	3.3	Updates course accreditation	4
DEV	3.4	Development, testing and launching of open online course on Open Science	34
QP	4.1	Project internal monitoring, risk management and steering	34
QP	4.2	Conducting complex Academic Integrity and Open Science surveys	24
QP	4.3	Evaluation of teaching quality of academic courses and effectiveness of open...	12
QP	4.4	External financial audit	2
D&E	5.1	Promotion of project outputs and activities	32
D&E	5.2	Selection of academic conferences to be supported	2
D&E	5.3	Mentoring academic conferences' managers and supporting academic confer...	78
D&E	5.4	Open science virtual community management	72
D&E	5.5	Organizing multiplication event in Vasyl' Stus DonNU	6
D&E	5.6	Organizing multiplication event in LutskNTU	3
D&E	5.7	Organizing multiplication event in SumDU	6
D&E	5.8	Organizing Ukrainian Open Science Forum in LPU	8
D&E	5.9	Online publication of the project news, key results and achievements	10
D&E	5.10	Publication of 5 handbooks on Open Science	4
D&E	5.11	Awareness campaign on academic integrity at 20 Ukrainian secondary school	2
MAN	6.1	Organizing Kick-off meeting in LPU	1
MAN	6.2	Establishment of common methodology of the project	2
MAN	6.3	Publishing of project handbook	2
MAN	6.4	Project coordination	35
MAN	6.5	Purchasing hardware equipment	6
MAN	6.6	Project financial management	25
MAN	6.7	Meetings with Erasmus+ representatives	2
MAN	6.8	Reporting to Erasmus+	14

Figure 3. Timeline of the development phase

The meaning of the highlights is:

- light green activities for the open peer review platform;
- dark green ones for academic subjects and open online course.

2.3. Dissemination & exploitation phase

The third phase deals with dissemination & exploitation of the main project results and achievements. It includes:

- promotion of project outputs and activities;
- mentoring academic conferences;
- Open Science virtual community management;
- online publications;
- publication of 5 handbooks on Open Science;
- awareness campaign on academic integrity at 20 Ukrainian secondary schools.

Also, 4 multiplication events will be organized in Ukraine:

- in Vinnytsia, Lutsk, Sumy;
- Ukrainian Open Science Forum in Lviv;

This phase is covered by WP5.

The following figure describes the timeline of dissemination activities as they were planned.
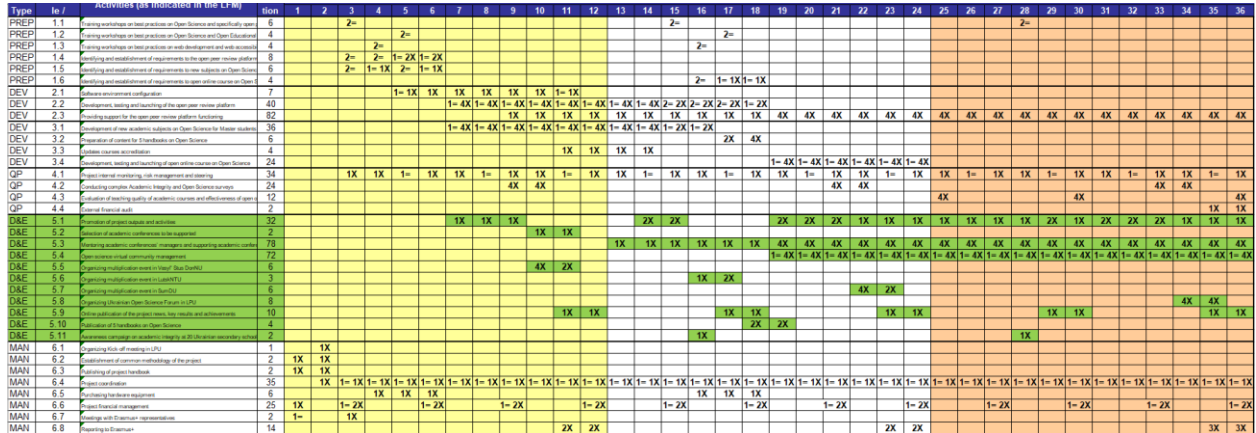
Type	№	Activities (as indicated in the LFM)	Duration
PREP	1.1	Training workshops on best practices on Open Science and specifically open...	6
PREP	1.2	Training workshops on best practices on Open Science and Open Educational...	4
PREP	1.3	Training workshops on best practices on web development and web accessib...	4
PREP	1.4	Identifying and establishment of requirements to the open peer review platform	8
PREP	1.5	Identifying and establishment of requirements to new subjects on Open Scien...	6
PREP	1.6	Identifying and establishment of requirements to open online course on Open S...	4
DEV	2.1	Software environment configuration	7
DEV	2.2	Development, testing and launching of the open peer review platform	40
DEV	2.3	Providing support for the open peer review platform functioning	82
DEV	3.1	Development of new academic subjects on Open Science for Master students	36
DEV	3.2	Preparation of content for 5 handbooks on Open Science	6
DEV	3.3	Updates courses accreditation	4
DEV	3.4	Development, testing and launching of open online course on Open Science	24
QP	4.1	Project internal monitoring, risk management and steering	34
QP	4.2	Conducting complex Academic Integrity and Open Science surveys	24
QP	4.3	Evaluation of teaching quality of academic courses and effectiveness of open...	12
QP	4.4	External financial audit	2
D&E	5.1	Promotion of project outputs and activities	32
D&E	5.2	Selection of academic conferences to be supported	2
D&E	5.3	Mentoring academic conferences' managers and supporting academic confer...	78
D&E	5.4	Open science virtual community management	72
D&E	5.5	Organizing multiplication event in Vinnytsia, Stus DonNU	6
D&E	5.6	Organizing multiplication event in LutskNTU	3
D&E	5.7	Organizing multiplication event in SumDU	6
D&E	5.8	Organizing Ukrainian Open Science Forum in LPU	8
D&E	5.9	Online publication of the project news, key results and achievements	10
D&E	5.10	Publication of 5 handbooks on Open Science	4
D&E	5.11	Awareness campaign on academic integrity at 20 Ukrainian secondary school	2
MAN	6.1	Organizing Kick-off meeting in LPU	1
MAN	6.2	Establishment of common methodology of the project	2
MAN	6.3	Publishing of project handbook	2
MAN	6.4	Project coordination	35
MAN	6.5	Purchasing hardware equipment	6
MAN	6.6	Project financial management	25
MAN	6.7	Meetings with Erasmus+ representatives	2
MAN	6.8	Reporting to Erasmus+	14

Figure 4. Timeline of the dissemination and exploitation phase

2.4. Project metrics: High-level KPIs

The following are the OPTIMA project performance criteria as defined by the consortium while they comply with the project scope statement and project objectives. Project high level KPIs:

1) Uptake of open peer review platform.
2) Level of international researchers and peer reviewers involvement.
3) Level of awareness on academic integrity and Open Science.
4) Number of modernized academic courses, new subjects, and students/PhD candidates successfully taught.
5) Uptake of open online course on Open Science.

The quality of project outcomes will be evaluated by these five indicators.

2.5. Outcomes' KPIs

General indicators include 43 indicators of progress of outcomes producing. So, each indicator is related to only one outcome, but one outcome can be measured by one or several indicators of progress.

WP	WP Leader	Activity	Output / Outcome	Indicator of progress
WP1	TU GRAZ	1.1., 1.2. Training workshops on best practices on OS and specifically OPR in TU GRAZ / on best practices on OS and Open Educational Resources in UCA	1.1. Learned best practices on Open Science	1.1.1. Number and diversity of EU trainers and Ukrainian trainees (trained trainers on OS)
		1.3. Training workshop on best practices on web development and web accessibility in WUST	1.2. Learned best practices on web development and web accessibility	1.2.1. Num. of trained developers able to deploy OPR platform
		1.4. Identifying and establishment of requirements to the OPR platform	1.3. Requirements to the open peer review platform	1.3.1. Availability of requirements to OPR platform
		1.5. Identifying and establishment of requirements to new subjects on OS	1.4. Requirements to updated courses with new subjects on Open Science	1.4.1. Availability of requirements to 5 new subjects on OS
		1.6. Identifying and establishment of requirements to open online course on OS	1.5. Requirements to open online course on Open Science	1.5.1. Availability of requirements to online course on OS
WP2	LPU	2.1. Software environment configuration	2.1. Environment for the open peer review platform	2.1.1. Avl. of software environment
		2.2. Development, testing and launching of the OPR platform	2.2. Open peer review platform	2.2.1. Uptake of OPR platform
		2.3. Providing support for the OPR platform functioning	2.3. Support services	2.3.1. Avl. of support services
				2.3.2. Num. of requests on user support
WP3	TU GRAZ	3.1. Development of new academic subjects on OS for Master students and PhD candidates, 3.2. Preparation of content for 5 handbooks on OS, 3.3. Updated courses accreditation	3.1. New academic subjects on Open Science for Master students and PhD candidates	3.1.1. Avl. of 5 new subjects on OS
		3.4. Development, testing and launching of open online course on OS	3.2. Open online course on Open Science	3.2.1. Uptake of open online course on OS
WP4	NAQA	4.1. Project internal monitoring, risk management and steering	4.1. Internal monitoring and evaluation	4.1.1. Established Steering Committee during Kick-off meeting
				4.1.2. Avl. of guidelines
				4.1.3. 4 Steering Comm. meetings during mult. events
				4.1.4. 3 internal Q reports
		4.2. Conducting complex academic Integrity and OS surveys	4.2. Assessment of academic integrity awareness and Open Science recognition levels	4.2.1. Avl. of reports on academic integrity awareness and OS recognition levels
		4.3. Evaluation of teaching Q of academic courses and effectiveness of open online course on OS	4.3. Teaching quality evaluation of academic courses and open online course on Open Science	4.3.1. Num. of students and PhD candidates, that successfully completed learning
				4.3.2. Num. of e-learners successfully taught
				4.3.3. Learners' feedback
		4.4. External financial audit	4.4. Audit	4.4.1. Avl. of 1 audit report
WP5	Vasyl' Stus DonNU	5.1. Promotion of project outputs and activities	5.1. Promotion of project outputs and activities	5.1.1. Completed promotional campaign for confs. managers
				5.1.2. Completed promotional campaign for peer reviewers
				5.1.3. Completed promotion of supported confs., mult. events, face-to-face and online courses
				5.1.4. Completed awareness campaign on academic integrity at Ukr. schools
		5.2. Selection of academic confs to be supported, 5.3. Mentoring academic confs' managers and supporting academic confs with the	5.2. Support of academic conferences	5.2.1. Num. of supported conferences (10)
				5.2.2. Num. of submitted and accepted papers
		5.4. Virtual community management	5.3. Active and guided virtual community of peer reviewers	5.3.1. Num. and activity level of community members and managers
				5.3.2. Num. of published reviews and discussions
		5.5., 5.6., 5.7. Organizing mult. events in Vasyl' Stus DonNU / LutskNTU / SumDU, 5.8. Organizing Ukrainian OS Forum in LPU	5.4. Multiplication events	5.4.1. Carried out 4 mult. events
				5.4.2. Num. and diversity of mult. events participants
				5.4.3. Avl. of live streaming of mult. events
				5.4.4. Num. of online attendees
		5.9. Online publication of project news, results and achievements	5.5. Online and offline publications	5.5.1. Avl. of project website
				5.5.2. Num. of publications
		5.10. Publication of 5 handbooks on OS	5.5. Online and offline publications	5.5.3. Avl. of 100 hard copies of each of 5 printed handbooks on OS
WP6	LPU	6.1. Organizing Kick-off meeting in LPU, 6.2. Establishment of project common methodology, 6.3. Publishing of project handbook	6.1. Project handbook	6.1.1. Avl. of project handbook
WP6	LPU	6.4. Project coordination	6.2. Project coordination performed	6.2.1. Avl. of signed partnership agreements
WP6	LPU			6.2.2. Performed consortium meetings at workshops and mult. events
WP6	LPU			6.2.3. Performed monthly and on-demand online consortium meetings
WP6	LPU			6.2.4. Avl. of internal reports
WP6	LPU	6.5. Purchasing hardware equipment	6.3. Equipment purchased	6.3.1. Avl. of hardware
WP6	LPU	6.6. Project financial management	6.4. Project financial management performed	6.4.1. Avl. of financial reports
WP6	LPU	6.7. Meetings with E+ representatives, 6.8. Reporting to E+	6.5. Communicating and reporting to Erasmus+	6.5.1. Avl. of interim and final reports to E+

Figure 5. Outcomes' KPIs

2.6. Tangible results

The project performance will be evaluated by tangible results. Eventually, it's not important what activities are conducted, but it's very important what results are achieved at the end of the project's activities.

All the project results will be in Ukraine and will be oriented on Open Science knowledge transfer from EU partners to Ukrainian academic community and on cultivating academic integrity and open principles in Ukraine.

All WPs from first to fifth will produce tangible results.

WP1 tangible results

The aim of WP1 is to prepare the Ukrainian partners to advance the main project objectives. The WP will produce the following envisaged results:

- learned best practices on Open Science, web development and web accessibility;
- requirements to the open peer review platform, to new subjects on Open Science, and to open online course on Open Science.

There are 5 indicators of progress:

- 1.1.1. Number and diversity of EU trainers and Ukrainian trainees (trained trainers on OS)
- 1.2.1. Num. of trained developers able to deploy OPR platform
- 1.3.1. Availability of requirements to OPR platform
- 1.4.1. Availability of requirements to 5 new subjects on OS
- 1.5.1. Availability of requirements to online course on OS

WP2 tangible results

The aim of WP2 is development of OPR platform.

The platform will allow peer reviewing of submitted papers in transparent manner.

Also, it will provide the basement for development of international online virtual community of peer reviewers and researchers.

The platform will be used for supporting of 10 selected academic conferences.

There are 4 indicators of progress:

- 2.1.1. Avl. of software environment
- 2.2.1. Uptake of OPR platform
- 2.3.1. Avl. of support services
- 2.3.2. Num. of requests on user support

WP3 tangible results

The WP3 aims at the development of new academic subjects and online course on OS.

The teaching materials will be put into 5 handbooks on OS.

The proposed list of new subjects for existing Master and PhD academic courses is:

- Open Science Practices (PhD level)
- Open Science in Ecology (Master level)
- Open Science in Information Management (Master level)
- Open Science in Biology (Master level)
- Open Science in Chemical Technology (Master level)

The online course on OS will be developed with the help of "Examenarium" e-learning platform hosted by SumDU.

There are 2 indicators of progress:

- • 3.1.1. Avl. of 5 new subjects on OS
- • 3.2.1. Uptake of open online course on OS

WP4 Tangible results

The aim of WP4 is to provide quality assurance of the project outcomes. The WP will produce the following main results:

- • assessment of academic integrity awareness and Open Science recognition levels;
- • teaching quality evaluation of academic courses and open online course on Open Science.

There are 9 indicators of progress:

- • 4.1.1. Established Steering Committee during Kick-off meeting
- • 4.1.2. Avl. of guidelines
- • 4.1.3. 4 Steering Comm. meetings during mult. events
- • 4.1.4. 3 internal Q reports
- • 4.2.1. Avl. of reports on academic integrity awareness and OS recognition levels
- • 4.3.1. Num. of students and PhD candidates, that successfully completed learning
- • 4.3.2. Num. of e-learners successfully taught
- • 4.3.3. Learners' feedback
- • 4.4.1. Avl. of 1 audit report

WP5 Tangible results

WP5 will focus on dissemination efforts:

- • launching of OPR platform;
- • support of conferences and 4 multiplication events;
- • release of open online course on OS;
- • publishing of handbooks.

The WP will produce the following envisaged results within the project:

- • support of 10 academic conferences with the OPR platform;
- • active Open Science virtual community;
- • multiplication events in Vinnytsia, Lutsk and Sumy;
- • Ukrainian Open Science Forum in Lviv;
- • various publications of project news, results and achievements;
- • published 5 handbooks on OS.

There are 15 indicators of progress:

- • 5.1.1. Completed promotional campaign for confs. managers
- • 5.1.2. Completed promotional campaign for peer reviewers

- 5.1.3. Completed promotion of supported confs., mult. events, face-to-face and online courses
- 5.1.4. Completed awareness campaign on academic integrity at Ukr. schools
- 5.2.1. Num. of supported conferences (10)
- 5.2.2. Num. of submitted and accepted papers
- 5.3.1. Num. and activity level of community members and managers
- 5.3.2. Num. of published reviews and discussions
- 5.4.1. Carried out 4 mult. events
- 5.4.2. Num. and diversity of mult. events participants
- 5.4.3. Avl. of live streaming of mult. events
- 5.4.4. Num. of online attendees
- 5.5.1. Avl. of project website
- 5.5.2. Num. of publications
- 5.5.3. Avl. of 100 hard copies of each of 5 printed handbooks on OS

3. Project management

With the specific objectives of OPTIMA, strong expertise and organizational structure are required to ensure the quality and achievability of the results. As the project will be based upon learning and implementing the best EU practices in Ukraine, strong collaboration between the partners is an explicit requirement to ensure timely delivery of all the outputs. Adequate structures have been put in place to safeguard and enforce all the project's aspects. The project management structure presents the different roles of the partners according to the work plan and needed levels of decision and advice.

3.1 Project Coordinator

The Project Coordinator (PC) is the legal entity acting as the intermediary between the project partners and the Executive Agency and is responsible for the quality and submission of reports sent to the Executive Agency. The PC

- is responsible for the overall coordination, management and implementation of the project;
- is intermediary for all communications with the Executive Agency, and informs the partners on any relevant communication with the Executive Agency;
- informs the partners of any changes connected to the Project or to the Grant Agreement, or of any event likely to substantially affect the implementation of the action;
- as the sole recipient of payments on behalf of all partners, transfers funds to the partners without unjustified delay and in accordance with the dispositions for payments;
- manages and verifies the appropriate spending of the funds in accordance with the dispositions of the Grant Agreement and Partnership Agreements; evaluates eligibility of expenses;

- complies with all reporting requirements vis-à-vis the Executive Agency;
- establishes payment requests on behalf of the partners;
- provides the partners with copies of official documents related to the Project, such as the signed Grant Agreement and its annexes, the various reports templates and any other relevant document concerning the project;
- provides the partners with the appropriate forms for the declaration of performed activities, working hours, travel costs, costs of stay and other expenses and the respective instructions for their completion;
- transmits to the partners copies of all reports submitted to the Executive Agency, as well as copies of any feedback letters received from the Agency following report assessment and field monitoring visits;
- controls the balance between planned and spent costs, manages the project budget;
- organizes external audit, reports about the results to the partners, ensures information transfer between auditor and partners if needed;
- is responsible for organization and moderation of Project Steering Committee Meetings (PSCMs), control of organization of other project meetings;
- is responsible for the development of a project management plan and monitoring its implementation.

3.2. The Project Steering Committee (PSC)

The Project Steering Committee (PSC) is the ultimate decision-making body and consists of two representatives of the coordinator, and one representative of each partner. PSC takes decisions by simple majority vote when at least half of its members are present. Temporary vote transfer (valid for one PSCM) from the PSC member to another representative of the same partner can be performed by the PSC member via email to Coordinator prior to the PSCM. PSCMs will be organized at least once every two months for the issues of:

- project management, planning of the activities;
- quality assurance;
- results and follow-up of the Project implementation, reviewing and discussion of the progress achieved in project implementation, sharing good practices, knowledge transfer, and decision-making;
- resolving of disputable issues;
- decisions concerning major project changes (e.g. changes to the budget, changes to the work plan) are the sole responsibility of the PSC.

3.3 Work Package (WP) leaders

WP leaders are responsible for:

- development of the action plan of WP activities with detailed and realistic time plan;

- management of the WP, ensuring qualitative completion of the deliverables of WP by each partner working with integrity;
- preparation of the reports according to the agreed with coordinator schedule, collection and analysis of partners' reports, reporting to and discussion with coordinator on the progress and results of WP.

3.4. Project Teams and Contact Persons

Each partner established a Project Team responsible for the efficient management of the project and realization of project activities and appointed a Contact Person, who is responsible for the regular communication with the coordinator and other partners on all project issues. The Contact Person will have access to the project's Microsoft Teams virtual environment, will be able to add and manage documents within this virtual environment.

Any important project-related communication between the parties shall be done in writing and addressed to the specific partners' Contact Person.

3.5. All Partners' Responsibilities

All project partners:

- are jointly responsible for carrying out the activities at high quality and integrity attributed to them, and shall conduct the work in accordance with the work programme and schedule set forth in the Grant Agreement and approved application, working to the best of their abilities to achieve the defined results and taking full responsibility for their work in accordance with accepted professional principles of integrity;
- undertake to comply with all the provisions of the Grant Agreement, its Amendments, and Partnership Agreements, as well as with EU and national legislation;
- are jointly responsible for complying with any legal obligations incumbent on them jointly or individually;
- shall provide staff, facilities, equipment and material to the extent needed for executing the activities as specified in the work programme;
- shall be responsible for the sound financial management and cost efficiency of the funds allocated to the project.

All project partners (excluding the coordinator):

- ensure adequate communication with the coordinator and with other partners;
- support the coordinator in fulfilling its tasks according to the Grant Agreement;
- submit in due time to the coordinator all relevant data needed to draw up the reports, financial statements and any other documents provided for in the Grant Agreement, as well as all necessary documents in the events of audits, checks or evaluations;

- provide the coordinator with any other information or documents it may require and which are necessary for the management of the project;
- notify the coordinator of any event likely to substantially affect or delay the implementation of the action, as well as of any important deviation of the project (e.g. replacement of the project contact person, changes in partner's budget, deviations from work plan etc.);
- inform the coordinator of any change in its legal, financial, technical, organizational or ownership situation and of any change in its name, address or legal representative;
- accept responsibility for all information communicated to the coordinator, including project documentation and details of costs claimed;
- accepts the final budget submitted in the Project`s final report as the maximum amount of grant money that the beneficiary can receive for the project upon The Executive Agency`s eligibility check of the Project`s final budget.

4. Internal Communication

Since its start, OPTIMA project relies on a suite of collaboration tools that supports the organization and management of the project in an easy manner and makes the communication among the partners most efficient. It comprises a number of dedicated mailing lists, a collaboration platform as well as cloud-based storage solutions for the collaborative creation, management and versioning of documents.

4.1. Mailing lists

Day-to-day communication will be based on emails. In order to ensure quick and smooth communication all partners have to answer the e-mails within three working days.

The Project Coordinator has created two main mailing lists via the Google Groups service for project management purposes:

- **[OPTIMA 2020]** for official communication within the consortium (in English) - optima-2020@googlegroups.com
- **[OPTIMA UA]** for communication within the Ukrainian part of the consortium (in Ukrainian) - optima-ua@googlegroups.com

Also, the Coordinator has created several additional mailing lists to structure the internal communication regarding the specific project objectives and deliverables:

- **[OPTIMA Administration]** for discussing all financial management and legal issues optima-administration@googlegroups.com
- **[OPTIMA Steering Committee]** internal communication group for Project Steering Committee members - optima-steering@googlegroups.com
- **[OPTIMA WP1-Preparation]** internal communication group for managing WP1 (preparation) led by TU Graz - optima-wp1-preparation@googlegroups.com

- **[OPTIMA WP2 - OPR Platform]** internal communication group for managing WP2 (OPR platform development) led by LPU - optima-wp2-opr-platform@googlegroups.com
- **[OPTIMA WP3-Courses]** internal communication group for managing WP3 (development of academic & open online courses on OS practices) led by TU Graz - optima-wp3-courses@googlegroups.com
- **[OPTIMA WP5-Dissemination]** internal communication group for managing WP5 (dissemination and exploitation of project results) led by DonNU - optima-wp5-dissemination@googlegroups.com

To add/remove project team members from the lists, partners should contact the Coordinator.

4.2. Microsoft Teams Virtual Environment

All relevant project information is maintained within the project's Microsoft Teams virtual environment, which reflects the structure of the project. Different levels of access are granted to Project teams according to their roles in the project. Contact Persons of each partner have access to add the documents to the virtual environment to observe the partners' activities and project results.

All timesheets, requests for payment, business trip reports, and other reporting documentation must be uploaded by the Contact Person of each partner into the relevant folder of the project's virtual environment.
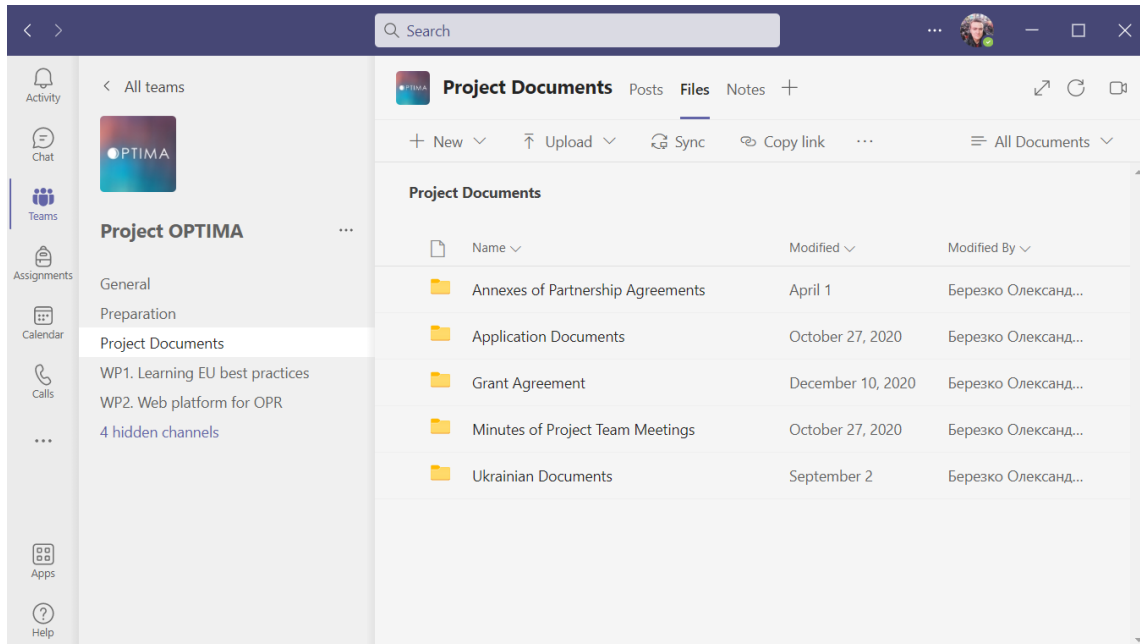
Figure 6. OPTIMA's MS Teams Virtual Environment

The virtual environment has the following "channels" each containing the relevant files:

- **General** – for purpose of training of new team member and experiments.

- • **Preparation** – for establishing the work of the team before and immediately after the project start.
- • **Project Documents** – all basic project-related documents such as General Project Description and Budget, Grant Agreement, Annexes of Partnership Agreements, Minutes of Project Team Meetings, etc.
- • **WP1. Learning EU best practices**. Workshop materials are stored here.
- • **WP2. Web platform for OPR**.
- • **WP3. Academic subjects and online course on OS**.
- • **WP4. Project QA**. Project monitoring and evaluation guidelines are stored here.
- • **WP5. Dissemination and exploitation**.
- • **WP6. Project management**. All project team meetings are organized in this channel. It is also used to store all the documents related to financial management, Kick-Off meeting, PSC, monitoring, and reporting.

To add/remove project team members from the virtual environment, partners should contact the Coordinator.

4.3. Meetings: Videoconferences

In order to keep all project partners up to date about the progress of all WPs, to make sure dependencies between WPs will be dealt with smoothly, to coordinate tasks cutting across WPs, and to report risks, the project manager will organize and chair a virtual project team meeting with all active Consortium members on the last Thursday of every month, 2:30-4 pm CEST (specific dates/times of particular session are subject to change). The meetings will be organized as a videoconference on MS Teams or other tool.

To coordinate the progress of tasks in a WP, each WP leader will additionally schedule a monthly videoconference with all task leaders and other people who currently work on the WP tasks. This WP videoconference will take place BEFORE the last Thursday of every month, so that outcomes can be reported to the whole Consortium during the general project videoconference.

During less intensive periods or when many partners are absent (e.g., summer), teleconferences might be held less frequently (e.g., every two months), depending on the project requirements and progress. During busy periods, they may be held more frequently (e.g., every two weeks or upon request).

The meeting minutes shall be available to all project partners.

4.4. Code of conduct

As a role model for academic integrity and Open Science, the OPTIMA Consortium emphasizes the importance of a supportive and welcoming environment for interactions between its members and with all other individuals involved in co-creation, dissemination and other project-related activities. All

members of the Consortium therefore commit to follow and contribute to the project Code of Conduct (available on the project website) regarding community engagement as well as research.

5. External Communication

All external communication activities (events and publications) will be collected. All partners are asked to update their dissemination reports continuously

 in the OPTIMA Activities Overview, which all members of the Consortium are asked to update continuously. All created output will be available under the Creative Commons Attribution 4.0 International (CC BY 4.0) licence.

5.1. Erasmus+ visual identity and logo

All project partners as beneficiaries of European Union (EU) funding are obliged to display the EU flag and acknowledge the support received under the Erasmus+ programme in all communication and promotional materials.

The European Union emblem (flag) must be used, and the name of the European Union displayed in full. The name of the Erasmus+ programme can appear with the flag. The preferred option is to write "Co-funded by" or "With the support of", then "the Erasmus+ programme of the European Union" next to the EU flag, e.g., "Co-funded by the Erasmus+ programme of the European Union" or "With the support of the Erasmus+ programme of the European Union". All the relevant logos are available on the official Erasmus+ website.

Figure 7. Erasmus+ visual identity

On top of that, the following disclaimer shall be added to the inner pages of the publications and studies written by any of the partners:

"*The European Commission's support for the production of this publication does not constitute an endorsement of the contents, which reflect the views only of the authors, and the Commission cannot be held responsible for any use which may be made of the information contained therein.*"

5.2. Project logo

The OPTIMA project logo is presented in Fig. 8. It has different color versions, which can be used depending on the features of the specific application and should be included in all the presentation and communication materials. Partners can find the logo in various sizes and file formats and additional resources (e.g., the background image) in the project MS Teams virtual environment.

Figure 7. The OPTIMA project logo in different colors

5.3. Website

The project website is available at https://lpnu.ua/optima and presents the project and available results (Fig. 7). The website is available in Ukrainian, English, German, French, and Polish languages. It is used for events announcing and publishing project-related news.

During the later stages of the project, the OPR platform for supporting of Ukrainian academic conferences will be launched on a separate domain.

All the partners created dedicated pages on their respective websites to disseminate information on OPTIMA and the results.

5.4. Social media accounts

OPTIMA project team pays much attention to dissemination of project ideas and results through social media. The project maintains several social media accounts:

- Facebook - https://www.facebook.com/OPTIMAOpen
- Twitter - https://twitter.com/optima_open
- Youtube - https://www.youtube.com/channel/UCiloL-autbPP1mGnr1KDa2A/

The consortium organized a "rotating maintenance" of these accounts, i.e., each of the partners is responsible for posting content and communicating with the audience for a one week in turn.
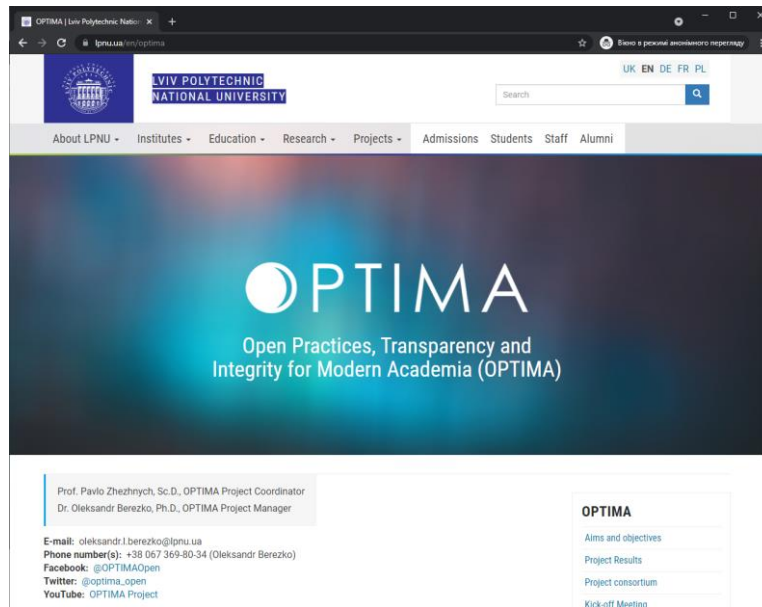
Figure 7. The home page of OPTIMA project website

5.5. Templates for presentations

The consortium has come up with templates for presentations, including acknowledgment of support received under the Erasmus+ program. All presentations in which OPTIMA results are disseminated must be branded as such (hence, not with, for example, partner institution templates). Partners may only use other templates for presentations in which the clear majority of content is not related to OPTIMA. Even in these cases, slides with OPTIMA results need to feature the logo and the funding acknowledgment as described above.
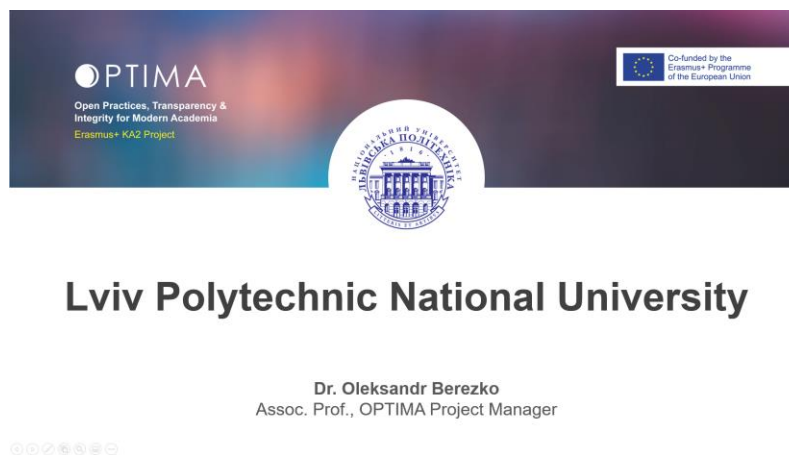
Figure 8. The first page of OPTIMA presentation template

The templates are available in the project MS Teams virtual environment.

6. Deliverables management

All deliverables will be reviewed internally in the Consortium. Major deliverables will be reviewed by all partners. Content deliverables will be reviewed by project partners not or only marginally involved in creating the deliverable. The lead author (representing the responsible partner) is responsible for submitting the deliverable for internal review (at least two weeks before the actual delivery date).

6.1. Deliverable document structure and style

Deliverables must use the Deliverable template, available in the project MS Teams virtual environment. Its style (including fonts, colors, headers/footers, numbering of headings) and structure must be maintained. The following general structure should be followed and is as such provided in the deliverable template of the project:

- Cover page (project title, title of the deliverable, project information table)
- Document Revision History (date, versions, authors, reviewers)
- Table of Contents
- Abbreviations (optional)
- Executive summary
- Introductory part
- Core part
- References (optional)
- Annexes (optional)

6.2. Internal review deadlines and assigned reviewers for deliverables

For the internal quality assurance, one of the project partners not directly involved in the conception of each deliverable was assigned as the responsible reviewer. Deliverables should be ready for Consortium review two weeks in advance of their actual delivery date, allowing one week for review by appointed partner(s) and one week for further revisions, during which the whole Consortium can then comment and resolve any final issues, followed by timely delivery to the EC. In addition, the project coordinator can organize external quality control with the help of experts from the OPTIMA community.

The spreadsheet with assigned reviewers for all the project deliverables is available in the MS Teams virtual environment in the 'WP4. Project QA' channel.

Additional information on the review process is available in 'Project Monitoring and Evaluation Guidelines' document available in the MS Teams virtual environment.

Table 2. Timeline for internal deliverable review process.

Deadline	Actions
2 weeks before	• Deliverable uploaded for review in MS Teams virtual environment. • Send an email to the appointed reviewers notifying them on the document ready for review. • Announce this on the corresponding WP mailing list so that all WP members can read and comment on the deliverable.
1 week before	• Reviewed deliverable with editorial marks or separate reviews available in MS Teams virtual environment. • Deliverable authors reflect on the review. • The whole consortium can now comment and give approval.
2 days before	• Final version uploaded to MS Teams virtual environment. • WP leader does final quality check.
Due date	• Deliverable submitted to the EC by project coordinator.

7. Internal Reporting to the Project Coordinator

In addition to obligatory reporting to the EC (described in the GA), each partner will be asked to provide an internal report to the coordinator every six months (this period can be extended or shortened for effectiveness). These reports are intended to track the project's current state, summarize achieved results, and help the coordinator prepare the official report to the EC.

This report consist of:

- **Financial report**: funds spent and workdays performed within the reporting period. Documents needed: timesheets, joint declarations, confirmation of employment of work performers. All the document templates are available in MS Teams virtual environment. All the documents must be signed and stamped; partners must hand the original hard copies to the coordinator before reporting to the EC.
- **Content report**: all the evidence of the work performed by a partner, deliverables (or their descriptions), lists of events participants, recordings, photos, etc. Once the official template for this part of the report is available on the official Erasmus+ website, we will use it.
- **Dissemination report**: list and measures (both qualitative and quantitative) of all the dissemination activities performed by a partner within the reporting period, such as presentations at events, meeting with target groups and stakeholders, publications, etc. The template for this report is available in the MS Teams virtual environment.

All the project partners must upload all the reports to the MS Teams virtual environment ("WP6. Project management > Reporting > [Reporting period] > [Partner name]") by the end of the reporting period. E.g., all the partners must upload the reports for the first reporting period before July 15, 2021. After that, the consortium will spend two next weeks analyzing the reports and making corrections (if needed).