



Scientific Lake

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Project Management Guide

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Revision history

Table 1 Document Revision History

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Abbreviations

AE	Affiliated Entities
CA	Consortium Agreement
DMP	Data Management Plan
DoA	Description of the Action
EC	European Commission
FM	Financial Manager
GA	General Assembly
KPIs	Key Performance Indicators
PA	Project Admin
PC	Project Coordinator
WP	Work Package
WPL	Work Package Leader

Executive Summary

This handbook describes SciLake's internal management procedures, detailing the project's quality assurance processes as well as internal communication tools and mechanisms.

1. Introduction

This document is the Project Handbook for the SciLake project. It documents the general quality policies, procedures, and practices to be followed by parties throughout the duration of the project. Its main purpose is to supplement the Consortium Agreement in order to ensure an efficient and seamless collaboration of the consortium along with a successful management on the one hand, and a qualitative project outcome on the other, according to the project's Description of the Action as presented in the Grant Agreement.

The first part of the deliverable briefly describes the project's unipersonal governing bodies and their role.

The second part presents the communication channels to be used among the parties (file sharing, teleconference options, mailing lists, etc.) along with a toolkit with all necessary material and information to produce the project outcomes (logos, templates, file naming, etc.).

Finally, the third part presents the Quality Assurance procedures to be followed to assure that the SciLake project delivers its outcomes in an effective and efficient manner. SciLake will implement a peer review process to ensure high quality of the deliverables. This process will involve WP leaders, assigned reviewers, and a final review by the Project Coordinator. Specific rules and timelines are included to ensure a smooth revision work for all project deliverables.

The objective of this Project Handbook is to provide an internal guide for the daily activities of the project. Under no circumstances, this document has any legal validity, and any dispute must be resolved according to what is established in the Consortium Agreement and the Grant Agreement.

2. Management Structure and Meetings

The SciLake Consortium is composed of twelve parties and six affiliated entities (AE) with various organisational structures that contribute to this project with complementary expertise. In this section, we describe the unipersonal governing bodies established for the efficient coordination and internal operation of the project, as well as the operational rules and distribution of responsibilities among. The collective governing bodies of the project are covered by the Consortium Agreement and its amendments (if any).

According to the Grant Agreement, the governance of SciLake is based on a multi-level structure to warrant:

1. The fulfilment of the work plan and project objectives, ensuring an appropriate coordination among the different work packages (WPs) and timely completion of high-quality project deliverables.
2. Fluid communication and relationships among parties, including conflict resolution and management of knowledge and intellectual property.
3. A proper follow-up and fulfilment of both the Grant Agreement and the Consortium Agreement with the EC, including administrative and financial issues, and of any legal arrangements with external parties, if any.

2.1. Consortium Bodies

2.1.1. Individual Roles

Table 2 lists the management roles within SciLake, and the people who perform the corresponding managerial tasks:

Table 2 Management Roles

ROLE	PARTY	NAME	DEPUTY
Project Coordinator (PC)	ARC	Thanasis Vergoulis	Mary Melekopoglou
Financial Manager (FM)	ARC	Mike Hatzopoulos	Katerina Papadaki
Project Admin (PA)	ARC	Mary Melekopoglou	-

Project Coordinator (PC) Role

The Project Coordinator is responsible for the day-to-day management of the project and is the official point of contact between the EC and the Parties. The responsibilities of the Project Coordinator are outlined below:

- Calling and chairing the General Assembly (GA).
- Monitoring compliance by the Parties with their obligations with respect to the Grant and Consortium Agreements.
- Keeping the contact list of Members and other contact persons updated and available.
- Collecting, reviewing to verify consistency, and submitting reports, other deliverables (including financial statements and related certifications) and specific requested documents to the Funding Authority.
- Distributing documents and information connected to the Project to any other Parties concerned.
- Management of the financial contribution by the Funding Authority and of budget distribution to the other beneficiaries.
- Providing, upon request, the Parties with official copies or originals of documents that are in the sole possession of the PC when such copies or originals are necessary for the Parties to present claims.
- Managing amendments related to the Grant Agreement.
- Defining the high-level technical strategy to drive the project team towards its implementation.
- Ensuring that the scientific and technical objectives of the project are met.
- Ensuring that the project progresses in accordance with the main objectives set out in the Description of Action (DoA).
- Ensuring the appropriate involvement and visibility of the members of the project.
- Reporting the progress of project activities.

Financial Manager (FM) Role

The role of Financial Manager (FM) is outlined below:

- Arranging any necessary amendments, decided upon by the General Assembly, to the Consortium Agreement and the Grant Agreement with the Funding Authority.
- Monitoring spent resources and asking for corrective actions at the party or consortium level, if necessary.

Project Admin (PA) Role

The Project Admin (PA) collaborates closely with the Project Coordinator and Financial Manager with respect to the daily procedures of the project:

- Handling communication tools, collaborative tools, methodologies for management of activities.
- Monitoring the project quality assurance.
- Organising meetings and reviews.
- Preparing the audits.
- Running the planned activity and effort reporting.

Project Admin is also called “Project Manager” and the email address scilake-pm@athenarc.gr is the official channel to contact them.

2.1.2 Work Package Leaders

SciLake Work Package Leaders (WPLs) are shown in the following table:

Table 3 SciLake Work Package Leaders

	WORK PACKAGE NAME	LEAD PARTY	WP LEADER NAME
WP1	Requirements, Architecture and Integration	CNR	Miriam Baglioni <miriam.baglioni@isti.cnr.it>
WP2	Scientific Lake Service	TUE	Fletcher, George <g.h.l.fletcher@tue.nl>
WP3	Smart impact-driven discovery service	ARC	Thanasis Vergoulis <vergoulis@athenarc.gr>
WP4	Smart reproducibility assistant service	SIRIS	César Parra Rojas <cesar.parra@sirisacademic.com>
WP5	Research community pilots	HES-SO (Crem)	Rager Jakob <jakob.rager@hevs.ch>
WP6	Communication, engagement and exploitation	OAIRES	Natalia Manola <natalia.manola@openaire.eu>
WP7	Management and coordination	ARC	Thanasis Vergoulis <vergoulis@athenarc.gr>
WP8	Ethics Requirements	ARC	Thanasis Vergoulis <vergoulis@athenarc.gr>

2.1.3 General Assembly (GA)

Appointed members of the GA are included in Table 4:

Table 4 General Assembly Members

	PARTY	DELEGATES
1	Athena Research Center	Thanasis Vergoulis
2	OpenAIRE	Natalia Manola, Eleni Koulocheri
3	University of Warsaw, ICM	TBD
4	Consiglio Nazionale delle Ricerche, CNR	Miriam Baglioni, Claudio Atzori
5	Technical University of Eindhoven, TUE	TBD
6	SIRIS Academic	Cesar Parra, Bernardo Rondelli
7	Deutsches Forschungszentrum für Künstliche Intelligenz, DFKI	Georg Rehm, Julian Moreno Schneider
8	OPIX	Haris Papageorgiou, Dimitris Pappas
9	Haute Ecole Spécialisée de Suisse occidentale, HES-SO	Jakob Rager, Pierre Roduit
10	University of Oslo	TBD
11	Centre for Research & Technology, Hellas, CERTH	Fotis Psomopoulos, Afroditi Anagnostopoulou
12	Institute of Communication and Computer Systems, ICCS	Anastasia Bolovinou, Vasilis Sourlas
13	Karolinska Institutet, KI	Richard Rosenquist Brandell, Leily Rabbani

The GA meets at least once every six months. Chairperson shall also convene extraordinary meetings at any time upon written request of any Member.

2.2 Communication Channels

2.2.1 File Sharing and Storage

For file sharing and collaborative document editing within SciLake, a shared collaboration environment has been created in the cloud based on the Google Drive service. SciLake partner working members can access the SciLake Project Google Drive folder through their Gmail accounts.

ARC is the owner of the shared SciLake project Google drive folder and only authorised (by the PC) members can access and edit its contents. After any file/subfolder is created in this folder, the creator should keep in mind that:

1. Confidential information that should not be shared with all the authorised users should not be stored there.
2. Sharing outside the consortium is possible on an individual file (or subfolder) basis (after a request submitted to PA). If doing so, it is the file creator's responsibility to make sure that such information can be shared in accordance with the Grant and Consortium Agreements, and Consortium GDPR aspects.
3. Only the PC can modify sharing settings (and PA forwards the respective requests).

Members of the consortium have been given access to the SciLAke Google Drive project folder. Requests to grant access for additional members should be sent by email to the PA.

Add/Remove people to Google Drive Project folder?

Contact Mary Melekopoglou <scilake-pm@athenarc.gr>

2.2.2 Teleconference tools

It is up to the purview of a meeting's organiser to select which teleconference tool to use (e.g., Microsoft Teams, Zoom, GoTo Meeting, Google Meet, etc.).

2.2.3 Meetings setup and Calendar

The SciLake consortium will use a shared calendar that all parties and AEs have access to, from any calendar.

In other words, all meetings (both online and physical ones) should appear on SciLake Calendar along with the connection link (See paragraph “Teleconference Tools”) that should be copied in the event description.

This practice will promote the flexibility of organising people and will permit the SciLake Consortium to efficiently manage meetings, and events.

Problems in accessing SciLake Events/organising a meeting?

Contact Mary Melekopoglou <scilake-pm@athenarc.gr>

2.2.4 Email lists

ARC has created and manages all SciLake project related mailing lists:

Table 5 List of mailing lists

@LISTS.ATHENARC.GR	PURPOSE
scilake	For generic communication
scilake-wp-leaders	For WP leaders
scilake-admin	For admin and financial issues inc. effort reporting
scilake-wp1	For WP1 related communication
scilake-wp2	For WP2 related communication
scilake-wp3	For WP3 related communication
scilake-wp4	For WP4 related communication
scilake-wp5	For WP5 related communication
scilake-wp6	For WP6 related communication
scilake-wp7	For WP7 related communication
scilake-ga	General Assembly

Add/Remove people from mailing lists?

Contact Mary Melekpoglou <scilake-pm@athenarc.gr>

2.2.5 Project Logo

The **official project logo**, created in the context of the WP6 activities, must be used in all project documents (also following relevant instructions from the funding organisation regarding the appropriate funding acknowledgement).



Figure 1 Project Logo

Where to find the logos?

SciLake - project directory > Dissemination > Logo ([link](#))

2.2.6 Document Templates

In Google Drive project folder, the following templates, created in the context of the WP6 activities, have been uploaded and are accessible by all project members:

- Deliverable Template
- Presentation Template

Where to find the templates?

SciLake project folder > Dissemination ([link](#))

2.2.7 Recordings

Meeting recording (including photos taking) is conditional on attendees' approval and may apply to GA and any meeting with external stakeholders, applying the GDPR aspects.

2.3 Activity Reporting

During the lifespan of the project, all partners must send information on the activities carried out **every six-months**, including details on budget execution and, in particular the report of the person-months dedicated to the project by the personnel involved during the justified period. For this, each member of the consortium will send to the PC the information requested using a specific template by email to the following address: scilake-pm@athenarc.gr

3. Quality Assurance

3.1 Work plan & list of deliverables

Activity execution is expected according to the Gantt diagram in the Grant Agreement. Additionally, tasks that involve dependencies with previous activities should start early, at least in terms of coordination with the tasks whose results should be used.

Together with the task execution interval, the contractual deadlines are listed in the deliverables table (Table 6) and in milestones table (Table 7). WPLs must coordinate tasks, including quality-control related ones, to ensure that deliverables are finalised and reviewed on time. In case any issues arise that may imply delays, they must be identified and reported.

Table 6 List of Deliverables

DEL No.	DELIVERABLE NAME	WP No	LEAD PARTICIPANT	TYPE	DISSEMINATION LEVEL	DUE DATE (MONTH)
D1.1	Initial service requirements	WP1	ARC	R	PU	M9
D1.2	Initial integrated system	WP1	ICM	OTHER	PU	M18
D1.3	Final integrated system	WP1	ICM	OTHER	PU	M36
D2.1	Initial version of the Scientific Lake service	WP2	TUE	OTHER	PU	M18
D2.2	Final version of the Scientific Lake service	WP2	TUE	OTHER	PU	M34
D3.1	Initial version of the smart impact-driven discovery service	WP3	ARC	OTHER	PU	M18
D3.2	Final version of the smart impact-driven discovery service	WP3	ARC	OTHER	PU	M34
D4.1	Initial version of the smart reproducibility assistance service	WP4	SIRIS	OTHER	PU	M18
D4.2	Final version of the smart reproducibility assistance service	WP4	SIRIS	OTHER	PU	M34

D5.1	Report on pilot setup and evaluation methodology	WP5	CREM	R	PU	M23
D5.2	Pilot evaluation report	WP5	CREM	R	PU	M36
D6.1	Strategic planning for communication, engagement, and exploitation	WP6	OAIRE	R	PU	M6
D6.2	Communication, engagement, and exploitation report	WP6	OAIRE	R	PU	M36
D7.1	Project management guide	WP7	ARC	R	PU	M3
D7.2	Data management plan	WP7	ARC	R	PU	M6
D8.1	OEI - Requirement No. 1	WP8	ARC	ETHICS	SEN	M3

Table 7 List of Milestones

MILEST ONE No	MILESTONE NAME	WP No	MEANS OF VERIFICATION	DUE DATE (MONTH)
1	Initial Plan and Setup	WP1, WP2, WP6, WP7	Initial service requirements determined, architecture first version, data acquisition start.	M9
2	First Integrated system	WP1, WP2, WP3, WP4	A first version of the integrated system is ready	M18
3	Pilot preparation completed	WP5	Pilot setup and evaluation methodology are ready.	M23
4	Pilot completion and final services	WP5	Pilot implementation completed. Final versions of services ready.	M34
5	End of project	ALL	All activities have ended, all deliverables have been delivered.	M36

Where to store working versions of Deliverables/Milestones?

SciLake - project directory > Deliverables & Milestones ([link](#))

3.2 Peer Review Process

In this section we present the quality procedures to ensure the production of high-quality deliverables by SciLake. Producing high-quality deliverables, which go through a series of pre-established procedures including peer review, is essential to maximise the success and impact of the project.

Different types of deliverables will be produced within SciLake (Reports, DMP, Ethics). Some of the deliverables are reports that consist of a written document, while in other cases the expected result is another object.

Within SciLake, the responsibility for the realisation of the project deliverables and milestones, as well as the fulfilment of the delivery deadlines, rests with the WPLs and the corresponding responsible lead parties. To this end, the WPLs must continuously monitor the status of each of the tasks in their work package and, specifically, ensure compliance with the quality procedures and deadlines defined in this document. The PC has the right to perform a final checking before submission.

Once the deliverables are finalised, the PC will upload them to the EU Participant Portal.

To ensure the quality of the deliverables SciLake will implement a peer review process where deliverables will be reviewed by two parties or affiliated entities. The reviewing organisations are suggested by the PC and the respective WPL is responsible for reaching out to the organisations for assigning two individuals for the review of each deliverable.

The responsibility for the preparation of the deliverables lies with the WPs (and the respective authors assigned).

This process consists of the following steps:

Table 8 Deliverable Peer Review Process

MINIMUM TIME BEFORE DEADLINE	ACTION
4 weeks	The author uploads the version to be reviewed on SciLake project folder in Google Drive ("Deliverables and Milestones" > Files > DX.Y Name of Deliverable > Folder "For review") informing the PC about. Afterwards, the PC identifies two reviewers and assigns them to review the deliverable reminding them the Deliverable Checklist (Paragraph 3.3 of D7.1). From that moment on, the reviewers have 10 calendar days to review the deliverable, preferably directly using track changes, or upload the reviewed version in the same folder, keeping aware of the PC, WPL, and authors. The authors have a week to address the reviewers' comments, create the final version and inform PC, WPL and reviewers.
2 weeks	The PC must receive the revised version at least 2 weeks before the final delivery date and will be responsible for conducting a submission-ready revision. Depending on the context of the deliverable, it may require a longer review process. The PC has the right to ask for another round of iterations if necessary.
0	The PC will be responsible for the approval and final submission of the deliverables on the EC portal.

Where to store working or under review versions or Deliverables?

SciLake - project directory > Deliverables & Milestones > Deliverables for Review ([link](#))

3.3 Deliverables Checklist

Deliverables must follow the rules below to guarantee a coherent image of the project. Deliverables must be written using the standard format defined in the templates provided. Special care should be taken with respect to table formatting, tables and figures caption styles, and reference formatting.

Each report should include an executive summary. This summary should contain the most relevant results and conclusions in the report and will include figures or tables if needed. Executive Summaries of public deliverables will be published on the project website.

Authors and reviewers should run the following checklist before completing their work.

Table 9 Deliverables Standards

Deliverable Standards

Compliance with the Description of the action/ Feedback from EC	Structure complies with instructions and needs of EC
	Compliance of deliverables with the Description of the Action and the project / call objectives
	Planned vs. actual timeliness of achievement (milestone) / submission (deliverable)
Quality of content	Accuracy and appropriate referencing where necessary
	Evidence-based
	Meaningful conclusions / output
Clarity of presentation	Structure of information presented is clear, logical, and complete
	Specialised concepts are used only when necessary and they are clearly defined
	Visuals, tables, and graphs enhance the legibility and attractiveness of the reports
Quality of English	Language is clear, and the use of grammar is correct
	The style is coherent
	Punctuation is used correctly
Format	The formatting follows the project template and standards and is suitable for publication (if applicable).
	An executive summary is included for reports
	The report complies with the visual identity requirements and other Horizon Europe requirements (if applicable).
	Document uses project templates
	Numbering of pages, figures and tables is correct
	References to figures and tables in the document are consistent
	A table of contents is included with correct page numbering.
	A list of acronyms is provided at the beginning of the document
	Figure definition is sufficient
	Figures and tables can be easily read
	Project Name "SciLake" is used correctly throughout the document, with the current use of capital letters
	Deliverable Title and number are correct in the front page and header, and match the title and number in the EU portal
	Hyperlinks are not broken and remain active after PDF generation.

3.4 Publications & Communication/Dissemination

To safeguard the interests of all consortium partners, the partners should comply with the relevant procedures described in the Consortium Agreement for scientific publications “produced by” the project.

All publications that have benefitted from funding received through SciLake should include the following acknowledgement:

- *“This work was funded/co-funded by the EU HORIZON SciLake (GrantAgreement 101058573)”.*

In addition, any communication and dissemination activity related to the project should indicate the following disclaimer (more details in Article 17 of the Grand Agreement):

- *“Funded by the European Union. Views and opinions expressed are however those of the author(s) only and do not necessarily reflect those of the European Union or [name of the granting authority]. Neither the European Union nor the granting authority can be held responsible for them.”*

3.5 Key Performance Indicators (KPIs)

In the Grant Agreement, a series of Key Performance Indicators (KPIs) have been defined to be used to measure the impact of the action, beyond the execution of tasks and publication of deliverables. These KPIs (accordingly adjusted/refined, if needed), related to the achievement of technical objectives and dissemination and engagement, will be reported in the context of the activity “Activity Reporting” (see Section 2.3).

4. Conclusions

This deliverable presents the governance and quality control procedures established for the successful execution of the SciLake project. The monitoring of the correct application of these procedures falls on the PC.

5. References

Not Applicable

6. Annexes

Not Applicable