



Deliverable D1.1a

Project management handbook

Making Software FAIR: A machine-assisted workflow for the research software lifecycle

Project acronym: SoFAIR

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generated in the course of the Project if publication would reasonably prejudice such	11
protection or (b) if the disclosure of the publication could prevent another subsequent	11
publication of the Project deemed by the Project Co-ordinator as more strategic.	11
Such delay shall not exceed twelve (12) months, unless mutually agreed between the	
relevant	11
Parties. Notification of the requirement for delay in submission for publication must be	11
received by the publishing partner within thirty (30) days after the receipt of the material	
by the	11
Other partner/partners, failing which the publishing partner shall be free to assume that	
the	11
other partner/partners have no objection to the proposed publication.	11
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Abbreviations

PMB – Project Management Board

WP – Work Package

Executive summary

The project management handbook outlines the internal procedures of the SoFAIR 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.

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

- Consortium and work package structure
- Management and decision-making structures
 - Internal communication
 - File storage
- External communication
- Deliverable and milestone management
 - Quality control and internal review deadlines for deliverables
 - Document structure
 - File naming and version control
 - Collaborative writing
- Reporting
- Key dates

I Introduction

The purpose of the project management handbook is twofold. First, it is a reference document for Consortium partners containing the main information of the day-to-day project management and providing links to further information where required. In addition, the document outlines the standard procedures the SoFAIR consortium will implement when delivering project reports and other 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 if the consortium decides to make changes to its procedures. For the avoidance of doubt, the Grant Agreement and Consortium Agreement take precedence over this document.

I.1 Consortium

The SoFAIR consortium brings together an international group of partners collectively representing the interdisciplinary expertise of a wide range of domains. The partners have been carefully selected for their expertise and experience to intensify collaboration across the targeted activities. The SoFAIR consortium is carefully chosen to bring the necessary expertise and interdisciplinarity needed to fulfil the objectives of the project. SoFAIR includes two partners from the list of **Widening Countries** (IBL-PAN from Poland and BUT from the Czech Republic), All SoFAIR PIs are highly reputable scientists, with much expertise in international collaborative projects. The consortium includes partner institutions from four European countries (Czech Republic, France, Poland, UK).

I.2 Work packages

The research and development work of the project is organised in **WPs 3-6**, with project management and dissemination delivered in **WP1** and **WP2** respectively. **WP3** is responsible for the definition and the technical documentation of the SoFAIR workflow, establishing how standardised approaches and recommendations can be used to deliver the envisaged solution. **WP4** focuses on building a pipeline for the extraction and disambiguation of software mentions in full text research papers. The outputs of these two work packages are integrated and embedded into established open scholarly infrastructures in **WP6**. **WP5** provides a validation of the efficacy of the solution in two disciplinary, life sciences and digital humanities, and one multidisciplinary environments.

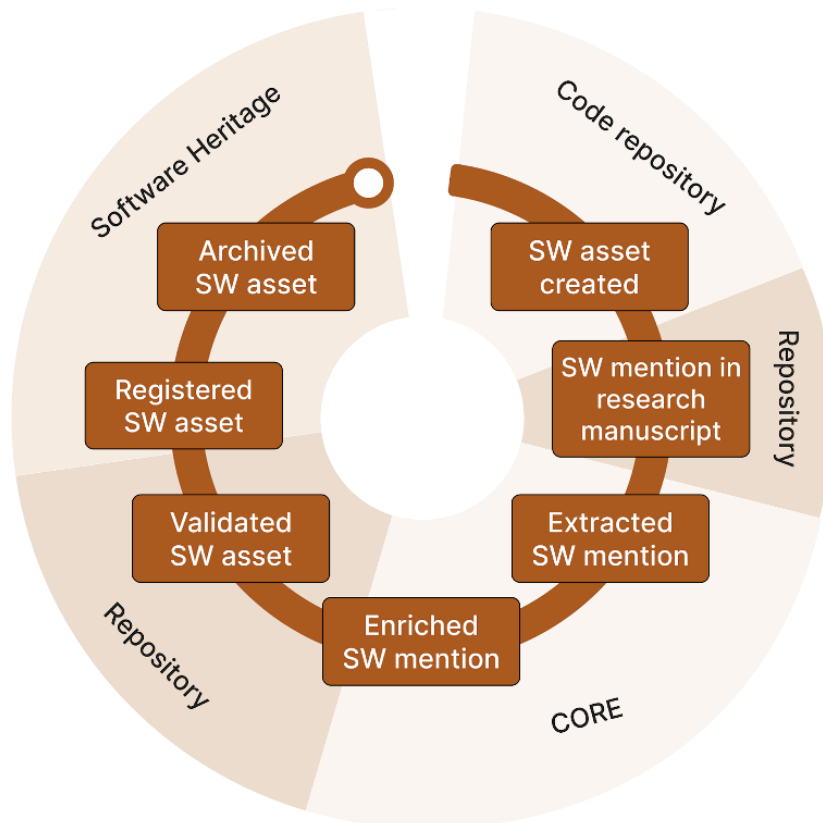


Figure 1: Software Asset Lifecycle

Each Work Package is structured as a series of well-defined and coherent set of tasks. To ensure structure and timely delivery of results, each phase will follow logically such that there will be strict interlinking dependencies across Work Packages, tasks, deliverables and partners through time.

The Work Packages are structured such that project management functions and cross-WP dependencies are clear and verifiable:

WP1: Project Management and Ethics

This work package encompasses all contractual issues as well as administrative, financial, communication and data management inside the project, and external relationships between the project and the funding institutions.

WP2: Communication and Dissemination

This work package provides the overall coordination effort for dissemination and communicating the project to external parties while tracking its impact. It will proactively plan, execute, and report all relevant activities, and ensure that the project engages fully in collaborative events such as international conferences. WP2 will work with other work packages to ensure appropriate dissemination of all project activities.

WP3: Defining the workflow for the software asset lifecycle

This work package will define and document the specific processes forming the SoFAIR workflow. This will define individual service interactions, documenting the RESTful calls invoked

and their payloads. The work will use existing open protocols, guidelines and recommended approaches where possible.

WP4: Extraction and disambiguation of software mentions

The goal of this work package is to extend existing tools for the extraction of software mentions from research documents together with their disambiguation and enrichment. The work package will first provide the guidelines and support the production of newly annotated corpora. ML models will be adapted and evaluated with these new resources.

WP5: Data and use cases

This work package is firstly responsible for the creation of an annotated gold standard dataset to support the development of the ML models in WP4. Secondly, the goal is to test and showcase the SoFAIR approach within concrete use cases

WP6: Tools and integration

This work package combines outputs from WP3 and WP4 and embeds them into existing scholarly infrastructures, bringing the envisaged SoFAIR workflow for software assets lifecycle to life.

2 Project management

2.1 Project management structure

The overall scientific and administrative project management is led by the Project Co-ordinator (Professor Petr Knoth, The Open University). The co-ordinator will be supported in terms of research monitoring and management by an Open Science Coordinator (Prof. Laurent Romary, INRIA). The project will be governed by the Project Management Board (PMB) which will be composed of the PIs from the participating organisations.

Project Management Board (PMB): The PMB will be responsible for resolving any project management issues, disputes or to take executive decisions in accordance with the Consortium Agreement. The project will organise a regular monthly meeting of the PMB to monitor the project's progress, define corrective actions to mitigate risk should they arrive and to take strategic decisions related to the work plan. An extraordinary PMB meeting can also be organised by the co-ordinator by giving partners at least one week notice.

SoFAIR cross-cutting role leads

The project partners have nominated and agreed on leads for specific cross-cutting areas of the project. These leads are responsible for coordination across work packages and have the position of authority to ensure successful delivery in their respective areas of leadership.

Project Coordinator	Petr Knoth, The Open University
Scientific lead	Laurent Romary, INRIA
Communications Lead	Tomasz Umerle, IBL-PAN
Open Science Lead	David Pride, The Open University
Technical Lead	Matteo Cancellieri, The Open University
AI/ML Lead	Patrice Lopez, INRIA
Impact Lead	Pavel Smrz, BUT

Work Package Leaders: WP leaders are responsible for implementing the main activities of the project. WP leaders ensure and facilitate timely communication between the task leaders and oversee risk management for all tasks within the Work Package. Hence, their responsibilities include: (1) technical management of their WPs, including timely submission of deliverables and milestones, liaison with task leaders; each WP leader will be also responsible of the quality assurance of documents and deliverables produced; (2) technical reporting to the PMB; and (3) communication exchange amongst the partners involved in their WP(s).

Each partner has nominated work package leads and their deputies who are listed in the below table.

Work package	WP Lead	Deputy	Lead institution
WP1	David Pride	Petr Knoth	OU
WP2	Tomasz Umerle	Patryk Hubar	IBL-PAN
WP3	Morane Gruenpeter	Laurent Romary	INRIA
WP4	Alain Monteil	Patrice Lopez	INRIA
WP5	Martin Docekal	Pavel Smrz	BUT
WP6	Matteo Cancellieri	Petr Knoth	OU

Table 1: Work package lead structure

2.2 Internal communication

2.2.1 Emails

Day-to-day communication will be based on emails. Mailing lists were created for each WP, the consortium as a whole, for each individual WP and for the PMB. They are administered by The Open University. In addition to group emails, individual reminders will be sent if needed.

sofair-all@core.science
sofair-mgm@core.science
sofair-wp1@core.science
sofair-wp2@core.science
sofair-wp3@core.science
sofair-wp4@core.science
sofair-wp5@core.science
sofair-wp6@core.science

Partners should ensure that they are able to receive emails from the above addresses by adding them to their safe senders list.

2.2.2 Slack Channel

The intention of the project Slack channel is to provide a forum for quick and responsive communication among project participants. No high-level and strategic decisions will be made solely based on communication on the Slack channel. Participants can join the group Slack channel [HERE](#)

2.2.3 Monthly teleconferences


In order to keep all project partners updated about the progress of other WPs, make sure dependencies between WPs will be dealt with smoothly, coordinate tasks cutting across WPs, and report risks, the project co-ordinator will organise and chair a general project teleconference with all active consortium members on the 2nd Monday of each month 2PM CET (1PM UK TIME), unless specified otherwise. WP1 and WP2 will be covered as part of this monthly WP-ALL call as these WPs are intrinsically linked to all others. The WP-ALL meeting is immediately followed by a meeting for the PMB with all PIs required to attend.

Each partner is required to ensure adequate participation of relevant people in the meetings so as to not obstruct decision making and ensure proper dissemination of progress with the project. Whenever the PI or WP leads are not available to attend, the partners are expected to send to a meeting a well-informed deputy.

Each WP lead is expected to be able to provide a progress update on the WP they lead in a manner that is representative of the progress of all partners participating in that WP. As a result, it is recommended that the WP leads ensure that they are aware of the progress prior to the meeting.

In order to coordinate the progress of tasks in each WP, the WP leader will additionally schedule teleconferences with all task leaders and other people who currently work on the WP tasks according to the agreed schedule for each WP.

Actions from all work package meetings must be documented in writing using Google Docs using the following template which can be found in the SoFAIR Google drive:

 [SoFAIR Meeting Minutes Template](#)

2.3 File Storage

The consortium has decided to use Google Drive as the platform for sharing and collaborating on files. All partners have been added to the project platform. It will be used for sharing working documents, project management information and working on documents of deliverables.

3 External communication

3.1 Publications

All partners are entitled to publish articles (Publications) directly arising from its(their) solely owned Results subject to compliance with the Project's publication approval procedures. The PMB is responsible for approving the Project's publication plan and the dissemination of the Results (or any part of them). The Board will do so in good faith to maximise the outreach potential of the Project by means of reaching a consensus.

The project partners agree that every intended publication shall be disclosed to the Board with an anticipated list of authors at least 30 days prior to submission. Any additional partner that wishes to join such a publication and contribute to its creation should not be unreasonably prevented from doing so. A draft of any such publication should be made available to the partners at least two (2) weeks prior to submission. The text of the final submitted version of the publication should be made available to all partners at the latest immediately following the submission of the manuscript for peer-review. No publication or other dissemination of the Results (or any part of them) shall occur without an explicit written permission of the Project Lead, which will not be unreasonably withheld. However, the Project Lead may delay publication submitted in line with the above procedure for up to twelve (12) months until (the "Primary Publication") of the Project has been published. Authorship of the Primary Publication shall be in accordance with normal academic practice.

Each partner retains the right to request (such request not to be unreasonably refused) the delay of a publication in order to (a) seek Intellectual Property protection for Results generated in the course of the Project if publication would reasonably prejudice such protection or (b) if the disclosure of the publication could prevent another subsequent publication of the Project deemed by the Project Co-ordinator as more strategic. Such delay shall not exceed twelve (12) months, unless mutually agreed between the relevant Parties. Notification of the requirement for delay in submission for publication must be received by the publishing partner within thirty (30) days after the receipt of the material by the Other partner/partners, failing which the publishing partner shall be free to assume that the other partner/partners have no objection to the proposed publication.

A draft of any publication of the conclusions of the Project shall be sent to the partners' respective funder's representative at the same time as submission for publication or at least 28 days before the date for publication whichever is earlier.

3.2 Funder Acknowledgement

All SoFAIR communication materials as well as publications and other outputs must contain the following acknowledgment:

"This work was supported by the CHIST-ERA grant [CHIST-ERA-22-ORD-08], by [insert the funding organisation and the grant number for that funding organisation]"

The national funding body and grant agreement number should be included in the above acknowledgement where shown.

3.3 Logo

The logo of the SoFAIR project is presented below. It should be included on all the presentation and communication materials.



3.4 Website and social media platforms

The website of the project will be available at sofair.org and present the project, the team and the advisory board and provide access to all project results and materials. It will further be used to announce events and publish blog posts about the progress of the project.

The handle for the Twitter account for the project is: @sofair_oa. The Twitter account will be managed by IBL-PAN as part of the WP2 dissemination strategy.

3.5 Templates for deliverables and presentations

The WP1 leader has created templates for deliverables and presentations featuring the colours from the SoFAIR logo, which also include acknowledgment for funding. All presentations in which SoFAIR results are disseminated must be branded as such (hence, not with, for example, partner institution templates). Other templates may only be used for presentations in which the clear majority of content is not related to SoFAIR. Even in these cases, slides with SoFAIR results need to at least feature the logo, and the final slide must acknowledge funding for SoFAIR as described above.

Deliverables should not deviate from the structure and style of the template. The templates are available in [☐ SoFAIR](#). For deliverables, the dissemination level (PUBLIC/CONFIDENTIAL) has to be mentioned on the front page and in the header of the document. See section 4 for further details on document structure and style.

4 Deliverable and milestone management

The Google Drive for SoFAIR contains the folder [□ Deliverables](#) with the subfolders listed below. Each of these subfolders further contains a folder for each deliverable.

- 01 Deliverables Working Folder
- 02 Deliverables Internal Review
- 03 Deliverables Final

During the writing phase, regular drafts of the deliverables should be uploaded to the corresponding folder in Deliverables Working to allow tracking of the progress. Each deliverable has a responsible partner who bears final responsibility for the timely production, editing and submission of each deliverable. The author(s) of the deliverable is included in the document information table on the cover page. The lead author (representing the responsible partner) is responsible for submitting the deliverable for internal review (at least one month before delivery) to the designated review partners by uploading it to the corresponding folder in Deliverables Internal Review, and informing the consortium via email.

All deliverables will be reviewed internally in the organisation. Administrative deliverables will be reviewed by all partners. Reviewers must ensure that all content is consistent with the provided summary, the objectives of the deliverable, are scientifically correct and of high-quality. In addition, the reviewers should also perform proof-reading and grammar checks. The reviewer must provide comments or modifications using the track changes features.

The lead author and their partner institution are then responsible for ensuring that all reviewer comments are addressed in a timely fashion (i.e., within 2 weeks) to ensure submission by the official delivery date. Lead authors should upload the final deliverable to the corresponding folder in Deliverables Final folder and inform the coordinating partner at least two days in advance of the final submission date.

4.1 Deliverable document structure/style

Deliverables must use the Deliverable template, whose style (including fonts, colours, headers/footers) 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
- Executive summary
- Introductory part
- Core part
- References
- Annexes (optional)

4.2 Internal review deadlines and assigned reviewers for deliverables

For internal quality assurance, a reviewer not involved in the conception or delivery of each deliverable will be assigned at the beginning of the project. Deliverables will hence be ready for consortium review one month in advance of their delivery date, allowing two weeks for review, one week for further revisions, and a final week in which the whole consortium can then comment and resolve any final issues.

Table 3 presents the timeline for the deliverable review process in terms of weeks and days before the due date. The due date always corresponds to the last date of the month number indicated in the Description of Action, starting with January 2024 as M1 (i.e. M24 indicates the due date 31.12.2025). Additionally, Table 4 lists the specific reviewers assigned for all deliverables that require review.

Deadlines for deliverable review process	
4 weeks before	<ul style="list-style-type: none"> • Deliverable uploaded for review in Google Drive folder: Deliverables Internal Review. • Send an email to the designated reviewers informing them that the document is ready for review. • Announce this on the corresponding WP mailing list so that all WP members have the opportunity to read and comment on the deliverable.
2 weeks before	<ul style="list-style-type: none"> • Reviews available in Google Drive
1 week before	<ul style="list-style-type: none"> • End of cycle of corrections and further revisions (if necessary).
2 days before	<ul style="list-style-type: none"> • Final version uploaded to GoogleDrive folder: Deliverables Final. • WP leader does final quality check.
Due date	<ul style="list-style-type: none"> • Deliverable submitted

Table 3. Timeline for deliverable review process

ID	Deliverable name	Lead Partner	Due Date	Reviewer 1	Reviewer 2
D1.1	Project Handbook including Quality Assurance Plan and a Data Management Plan	OU	M3	Pavel Smrz (BUT)	Laurent Romary (INRIA)
D1.2	Ethics Management Plan (IBL-PAN)	IBL-PAN	M3	David Pride(OU)	Pavel Smrz (BUT)
D2.1	Project website, visual identity, communication and dissemination plan	BUT	M3	Matteo Cancellieri (OU)	Alain Monteil (INRIA)
D4.1	Starting environment for human annotation of software mentions	INRIA	M3	Cezary (IBL-PAN)	Petr Knoth (OU)
D5.1	Annotated data. Initial set delivered to WP4 in M6 and then iteratively until M12.	IBL-PAN	M6,12	-	-
D3.1	Documentation of the workflow for software assets lifecycle management for developers. Delivered as initial, beta and stable in months 6,12 and 18 respectively	INRIA	M6,12,18	David Pride (OU)	Pavel Smrz (BUT)
D2.2	First report on communication and dissemination activities	IBL-PAN	M12	Petr Knoth (OU)	Laurent Romary (INRIA)
D1.3	Periodic scientific report including an up to date Data Management Plan	OU	M12,24	Laurent (INRIA)	Nikodem Wolczuk (IBL-PAN)
D4.2	New pipeline for software mention extraction, disambiguation and enrichment	INRIA	M18	Matteo Cancellieri (OU)	Martin (BUT)
D6.1	Integrated tools supporting the SoFAIR software assets lifecycle. Delivered in two iterations.	OU	M18,24	-	-
D6.2	Solution documentation	BUT	M18,24	Petr Knoth (OU)	Roberto (INRIA)
D5.2	Use cases evaluation report	BUT	M24	David Pride (OU)	Laurent Romary (INRIA)
D2.3	Final report on communication and dissemination activities with an exploitation plan	IBL-PAN	M24	Petr Knoth (OU)	Laurent Romary (INRIA)

Table 4. Assigned reviewers and deadlines for all deliverables - chronologically ordered

4.3 Filing naming and version control

During drafting, review, editing and final submission, each deliverable must be individually identifiable using a unique document name to ensure version control. The deliverable identifier has to be used in the deliverable file name. We suggest that the first version number is 0.1, and is updated each time a new person edits the deliverable, but may be changed more often if one person makes several considerable changes. Authors and reviewers must be identified in the document revision history table on the second page of each deliverable.

- For the draft phase please use:
Dx.x_max3words_deliverable_name_DRAFT_Vx.x.docx
- For the review phase please use: Dx.x_max3words_deliverable_name_REVIEW_Vx.x.docx
- For the final version, we will use:
SoFAIR_Dx.x.docx

Example:

- D1.1_Project_Handbook_DRAFT_V0.1.docx

4.4 Collaborative writing

Partners are encouraged to use Google Docs or Overleaf for collaborative writing throughout the project, as well as for sharing papers with each other.

5 Reporting

5.1 Annual Periodic Reports

Every partner is expected to contribute to the Annual Period Reports. The OU, as the lead of WP1 and project coordinator, will establish the structure of the periodic report and assign tasks to other partners to populate and collaboratively create the Annual Periodic Report. The structure will be discussed at the PMB and the division of work will be circulated sufficiently in advance, together with deadlines for their completion. The coordinator will upload the Annual Periodic Report in accordance with the CHISTERA requirements.

5.2 Financial reports

Each partner is responsible for the management of their financial reporting to their national funder. However, a copy of the individual financial reports will be sent to the co-ordinator at least 2 weeks prior to their submission to the national funder. This allows the co-ordinator to see the effort that has been already spent and declared from each of the partners, allowing the coordinator to understand the overall financial situation of the project and potential implications of it on project management.

Every researcher whose time is allocated to the financial reports will be introduced to the consortium partners in a public way, given access to the project resources and will be invited and attend the scheduled project meetings. Under no circumstances will partners allocate effort to individuals who are unknown to the consortium in the financial reports.

All non-staff expenditure will be justified and incurred directly in the pursuit of the SoFAIR project.

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This handbook summarises the processes and structures that will be used by the SoFAIR project. Project partners have been briefed about this document and advised to follow the described set procedures. This is a living document which can be amended provided that the PMB agrees to the changes.