

JISC DEVELOPMENT PROGRAMMES

Project Document

PROJECT PLAN: RIOJA Project

Project Acronym	RIOJA	Project ID	
Project Title	Repository Interface to Overlaid Journal Archives		
Start Date	01 February 2007	End Date	18 March 2008
Lead Institution	UCL Library Services		
Project Director	Paul Ayris		
Project Manager & contact details	Martin Moyle m.moyle@ucl.ac.uk / 020 7679 4351		
Partner Institutions	Cambridge University, Cornell University, Glasgow University, Imperial College London		
Project Web URL	http://www.ucl.ac.uk/ls/rioja		
Programme Name (and number)	<i>Repositories and Preservation April 2006</i>		
Programme Manager	Phil Vaughan		

Document

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Overview of Project

1. Background

The RIOJA project will investigate technical, social and economic aspects of the overlay of quality assurance onto papers deposited to and stored in eprints repositories.

The impetus for the RIOJA project comes directly from astrophysics researchers at the partner institutions. These researchers are all users (both as depositors and consumers) of the arXiv subject repository. arXiv is very firmly embedded in the research workflows of the subject communities which it serves: a substantial portion of newly-written papers are contributed to the repository as a matter of course, and most researchers rely on it for current awareness.

It is clear that arXiv provides three of the four "first order" functions of a journal, which have been identified as follows:

Registration: an author wishes to be acknowledged as the person who carried out a specific piece of research and made a specific discovery

Certification: the author's claims are tested through independent peer review, and it is determined that they are reasonable

Awareness: the research is communicated to the author's peer group

Archiving: the research is retained for posterity

Registration occurs when a research paper is received by arXiv, at which point it is assigned a unique identifier and date stamp. It is commonplace for papers to be referenced thereafter by arXiv identifier. arXiv satisfies the *Awareness* function. Once registered, an arXiv paper can appear in the public domain on the same day. It is openly and freely available, without barriers to access. arXiv offers alerts to new papers, and is OAI-harvestable. arXiv also satisfies the *Archiving* function, with an emphasis on stable and portable formats at ingest, and the retention for public scrutiny of version-controlled superseded papers alongside the most recent update. *Certification* is not yet provided by arXiv.

This is the starting-point for the RIOJA project. Despite the everyday importance of arXiv to researchers, depositing papers to the repository remains a supplement to the traditional publishing process, rather than a replacement for it, because of the need for peer review to validate papers and to provide a badge of quality for arXiv deposits. To achieve this quality stamp, researchers must seek formal publication. This can be a protracted process, involving page charges and/or author/funder charges; the requirement to reformat the arXiv manuscript into a publishers' preferred format; the introduction of scientific errors through third-party mathematical copy-editing; restrictive copyright transfer agreements; version control issues between the arXiv version of a paper and its published counterpart; and post-publication barriers to access because of subscription and licensing arrangements.

There are indications that researchers are frustrated by this situation, and that they have begun to recognise the potential of arXiv to act as a viable replacement for traditional journal publication. Much interest is already on record in the concept of enriching arXiv through the incorporation of a speedy, but robust quality-stamping system, bypassing the perceived redundancies of the formal publication system and maximising the value of arXiv to researchers. Could rapid quality certification be overlaid directly onto the arXiv repository? What other value, besides the quality stamp, does journal publication typically add? What are the costs of the ideal overlay journal for the astrophysics community, and how could those costs be recovered? Would researchers really be willing to submit work to a new journal overlaid on the arXiv repository? These are some of the questions which the RIOJA project will explore.

2. Aims and Objectives

- To build the RIOJA tool, a generic module enabling interoperability between journal software and public repositories in support of the overlay of quality certification.
- To implement the RIOJA interoperability tool for the arXiv subject repository.
- To construct a demonstrator journal, incorporating the RIOJA tool, illustrating interaction between arXiv and the DPubs software.
- To define the ideal functional requirements of a community-led journal in Astrophysics and Cosmology, and to implement these in the demonstration journal as far as is feasible.
- To identify factors critical to the successful academic take-up of a journal founded on the principle of overlaid quality certification in the field of Astrophysics and Cosmology.
- To recommend a Digital Preservation strategy for content accepted for an arXiv overlay journal, supported by life-cycle costing techniques.
- To identify a continuation plan for the journal, including a fully-costed business model of proven acceptability to the Astrophysics and Cosmology community.
- To disseminate widely the outputs and outcomes of the project.

3. Overall Approach

The RIOJA project will create an interoperability toolkit to enable the overlay of certification onto papers housed in subject repositories. The intention is that the tool will be generic, helping any repository to realise its potential to act as a more complete scholarly resource.

The project will also create a demonstrator overlay journal, using the arXiv repository, Cornell University's DPubS software, with interaction between the two facilitated by the RIOJA toolkit. Test papers authored by members of the project team will be used to populate the demonstrator.

To inform and shape the project, a survey of Astrophysics and Cosmology researchers will be conducted. This will be an online questionnaire survey, targeting scientists in the international top 100 academic and other institutions in these disciplines. The project team will also undertake formal and informal discussion with academic and managing members of editorial boards. The survey and supplementary discussions will help to ensure that the RIOJA outputs address the needs and expectations of the research community.

The digital preservation requirements for a journal using the RIOJA model will be assessed and costed using the UCL-British Library LIFE life-cycle costing methodology.

Finally, the overall long-term sustainability of a repository-overlay journal will be assessed. The costs of adding peer review to arXiv deposits, adding the functionality which the survey shows to be most valued by researchers, and providing long-term preservation of content, will be ascertained, and cost-recovery business models will be appraised. The project will aim to discover whether the RIOJA journal could be sustained beyond the lifetime of the project.

The work of the project will be carried out in 6 overlapping work packages, described in detail at section 15.

Scope note:

The investigation of models of certification other than peer review is out of scope. However, should the survey reveal significant community enthusiasm for the investigation of alternative methods of certification, this will be highlighted in the published project outputs and incorporated in the continuation plan as a possibility for future development work.

4. Project Outputs

- Specification, creation and documentation of RIOJA toolkit - a module supporting interaction between journal software and repositories
- Implementation of the RIOJA tool for arXiv
- Specification and demonstration of a web-based overlay journal, using DPubS and the arXiv implementation of the RIOJA tool
- Analysis, design and implementation (where possible) in demonstrator journal of additional functionality desired by the Astrophysics and Cosmology community
- Documentation of tool; deposit in e-framework
- Survey of researchers in Astrophysics and Cosmology
- Publication of report on survey methodology and findings
- Report on digital preservation requirements of RIOJA demonstrator journal, incorporating costings and implementing JISC-funded LIFE methodology
- Interviews with publishers and editorial board members to ascertain costings for maintenance and development of a RIOJA-model journal
- Evaluation of business options for sustainability of an arXiv-overlay journal
- Project web site
- Conference presentations and publications
- End of project conference

5. Project Outcomes

RIOJA will deliver the following benefits to the wider community:

- The RIOJA interoperability tool will facilitate automated interaction between journal software and any repository in support of overlay journals.
- The consolidated survey report will provide a detailed snapshot of the working practices and requirements of one research discipline in which a repository has an integral role; this will be of interest to the publishing and repository communities at large.

- The cost projections and business analysis for the development and maintenance of a journal founded on overlay certification in this field will help to inform future undertakings of this nature in different disciplines and with different repositories.
- The project will deliver an early implementation of the life-cycling costing approach to Digital Preservation championed by the recent JISC-funded LIFE project.
- The project will pilot the customisation of DPubS in the UK, establishing a pool of experience for the benefit of future adopters of this innovative software.

6. Stakeholder Analysis

Group	Interest	Value
Researchers in Astrophysics and Cosmology	Research will become more efficient if reliable high quality papers are freely available. Less time will be spent on needless journal related tasks and redundancy and duplication will be avoided. Possibility of improved scientific value via value-added features such as links to paper comments, and data repositories. Improved rigour and transparency of refereeing process by (optionally) making referee reports public.	High
Researchers in arXiv.org subjects	As above, but without a specific pilot journal implementation. New journals could be started easily using the software and business models developed for the pilot. Subjects include physics, computer science, mathematics, quantitative biology and nonlinear sciences.	High
Publishing community	RIOJA model offers a powerful, convenient and low-cost system for storing and publishing materials, including research data alongside research articles.	Medium
Researchers in all disciplines	Demonstrated value of repository-based journals can serve to encourage more widespread use of repositories and hence wider and faster dissemination of research results. Software could be adapted fairly straightforwardly for starting new journals based on other digital repositories.	Medium
Research funding agencies	Greater value for money from grants awarded through an increase in speed of research and reduction in redundant effort and greater visibility for research. The research process is potentially made more efficient. An increase in open access publishing would bring greater accountability for public funds.	Medium
Library community	No journal subscription charges for repository-overlay journals. A major step to realising open access.	Medium
Undergraduate students	Improved access to reliable up to date research papers and discussion.	Low
General public	Improved access to final research outputs. Benefit of faster development of knowledge and derived products and services through more efficient research.	Low

7. Risk Analysis

Risk	Probability (1-5)	Severity (1-5)	Score (P x S)	Action to Prevent/Manage Risk
Delays in recruitment	2	3	8	UCL will commit staff time to ensure project can begin
Project Officer leaves before end of project	4	3	12	Re-recruitment
Weak response to surveys	3	3	9	Focus groups will be held to supplement survey returns
External developers fail to deliver	1	3	3	Reassignment to different agency. No payment made before

				completion.
Inability to identify continuation plan for journal	3	1	3	Findings on costings and candidate cost-recovery models will be published, including reasons for unfeasibility of continuation, and will be of interest to the community
Organisational difficulties within partnership	2	4	8	Consortium Agreement and strong governance model

8. Standards

Name of standard or specification	Version	Notes
OAI-PMH	2.0	for repository-overlay interaction
XML		for API specification and API output

9. Technical Development

The RIOJA development will be carried out in part by the experienced development team at Cornell, and partly by subcontractors. The Technical Lead has experience of managing technical subcontractors and will coordinate the work. The work packages allow for the technical work to be developed iteratively with testing to assure bug and error tracking. All technical work will be released in documented format through the project Web site, appropriate Open Source repositories, and the project will aim to deposit it in the JISC e-framework.

10. Intellectual Property Rights

Copyright in papers which are used to populate the RIOJA demonstrator journal will remain with the authors.

The RIOJA tool will be made freely available on an open source basis.

Copyright of the appropriate partner institution will be asserted in any of the published outputs of the project, but all such material will be covered by the appropriate Creative Commons licence allowing free non-commercial reuse.

Project Resources

11. Project Partners

- UCL (UCL Library Services: Project Management; UCL Physics and Astronomy: academic researcher involvement)
- University of Cambridge (Technical lead and academic researcher involvement)
- Cornell University (arXiv development in support of project; DPuBs support)
- University of Glasgow (academic researcher involvement)
- Imperial College London (academic researcher involvement)

12. Project Management

The Project Team consists of a Project Manager at 0.2 FTE and a Project Officer at 0.5 FTE. The Project Officer will oversee the day to day aspects of the project and will have lead responsibility for the non-technical work, overseen by the Project Manager. Both postholders are based in UCL Library Services. The Project Manager is Martin Moyle (m.moyle@ucl.ac.uk) and the Project Officer is Panayiota Polydoratou (p.polydoratou@ucl.ac.uk).

The technical work of the project will be led by Dr Antony Lewis, University of Cambridge, and the arXiv work will be carried out by Dr Simeon Warner, Cornell University, under the overall coordination of the Project Manager in both cases.

A Steering Group has been formed. The Steering Group will meet twice in the course of the project. It will include academic representatives from the partner institutions, other senior academics, and key advisors from the digital preservation, repositories and open access communities. The role of the Steering Group will be to monitor, review, assess and sign off the outputs of the project. It will provide quality assurance for the project and ensure that dissemination opportunities are maximised. Membership of the Steering Group will be as follows:

- Dr Paul Ayris, Director of Library Services and Copyright Officer, UCL (Chair of Steering Group)
- Dr Sarah Bridle, Lecturer, UCL Physics and Astronomy
- Dr Martin Hendry, Senior Lecturer, Department of Physics and Astronomy, University of Glasgow
- Mr Bill Hubbard, SHERPA Project Manager, University of Nottingham
- Dr Andrew Jaffe, Reader, Department of Physics, Imperial College London
- Professor Ofer Lahav, UCL Physics and Astronomy
- Dr Antony Lewis, Advanced Fellow, Institute of Astronomy, University of Cambridge
- Mr Rory McLeod, Digital Preservation Manager, British Library
- Mr Martin Moyle, Digital Curation Manager, UCL Library Services (Project Manager)
- Professor Bob Nichol, Institute of Cosmology and Gravitation, University of Portsmouth
- Dr Panayiota Polydoratou, UCL Library Services (Project Officer)
- Dr David Prosser, Director, SPARC Europe
- Dr Sarah Thomas*, Carl A. Kroch University Librarian, Cornell University
- Professor Neil Turok, Department of Applied Mathematics and Theoretical Physics, University of Cambridge

* To be replaced by a Cornell representative, to be confirmed. The Cornell representative will participate by teleconference if unable to attend in person.

A subset of the Steering Group, including academic and library representatives from each of the UK partners in the project, will form a Project Working Group. The role of the Working Group will be to provide advice and support for the project staff on an ad hoc basis. It will particularly be tasked with providing input into the community surveys, by assisting with the design of questionnaire content, by helping to publicise the surveys internationally, and by identifying interviewees from within the partner institutions. The business of the Working Group will be carried out electronically. It will include the following members:

- Dr Sarah Bridle (UCL)
- Dr Martin Hendry (Glasgow)
- Dr Andrew Jaffe (Imperial)
- Dr Antony Lewis (Cambridge)
- Dr Panayiota Polydoratou (UCL; Project Officer and Working Group Co-ordinator)

13. Programme Support

No specific support requirements have been identified at this stage.

14. Budget

Appendix A.

Detailed Project Planning

15. Workpackages

Appendix B.

16. Evaluation Plan

Indicate how you will evaluate the quality of the project outputs and the success of the project. List the factors you plan to evaluate, questions the evaluation will answer, methods you will use, and how success will be measured. Expand as appropriate on how you will conduct the evaluation.

Timing	Factor to Evaluate	Questions to Address	Method(s)	Measure of Success
Formative	Progress against plan	Are milestones being achieved to time and to budget	Monitoring by Project Manager	Milestones achieved to time and to budget
Formative	Outreach to stakeholders	Is effective dissemination taking place	Usage logs	RIOJA outputs rank as highly downloaded in UCL Eprints repository
Formative	Lessons learned	What lessons are being learned	Maintain lessons learned log	Lessons learned log is active
Summative	Outreach to stakeholders	Has effective dissemination taken place	Analyse provenance of RIOJA conference delegates; questionnaire to delegates	Stakeholder groups identified above are represented; questionnaire shows awareness of project purpose and outputs
Summative	Lessons learned	What lessons have been learned	A	Lessons learned captured in RIOJA final report

17. Quality Plan

Explain the quality assurance procedures you will put in place to ensure that project deliverables meet quality expectations and acceptance criteria. Complete the table below for each of the major deliverables providing as much detail as possible. Repeat the table as many times as necessary to accommodate all deliverables.

Output	Toolkit				
Timing (month)	Quality criteria	QA method(s)	Evidence of compliance	Quality responsibilities	Quality tools (if applicable)
4	Validity	Consultation with researchers and with repository partner.	Toolkit captures requirements	Technical Lead	
9-13	Interoperability	Software must be standards-based and	Standards are adhered to	Technical Lead	

		documented	Documentation is complete Toolkit available as Open Source. Toolkit added to e-framework.		
13	Fitness for purpose	Approval of Evaluator required	Evaluator to sign off toolkit	Project Manager	

Output Demonstrator					
Output Timing	Quality criteria	QA method(s)	Evidence of compliance	Quality responsibilities	Quality tools (if applicable)
7-11	Fitness for purpose	Testing within project team. Feedback from users. Iterative development.	Demonstrator gives adequate demonstration of RIOJA concepts. Evaluator signs off demonstrator	Project Manager	

Output Survey					
Output Timing	Quality criteria	QA method(s)	Evidence of compliance	Quality responsibilities	Quality tools (if applicable)
4	Validity	Sample and methodology approved by Evaluator	Evaluator signs off sampling	Project Officer	
4	Fitness for purpose	Consultation with project researchers in questionnaire design. Survey tested before release. Final approval of Evaluator.	Evaluator signs off questionnaire	Project Officer	
9	Validity of findings	Preliminary findings presented to Evaluator	Evaluator signs off preliminary findings	Project Officer	

Output Digital preservation analysis and report					
Output Timing	Quality criteria	QA method(s)	Evidence of compliance	Quality responsibilities	Quality tools (if applicable)
10	Validity	Consultancy from LIFE project	LIFE project accept report	Project Manager	

Output	Final report				
Timing	Quality criteria	QA method(s)	Evidence of compliance	Quality responsibilities	Quality tools (if applicable)
11-13	Fitness for purpose	Draft report circulated to Steering Group and Evaluator for comment	Approval of Steering Group and Evaluator	Project Manager	

Output	Conference				
Timing	Quality criteria	QA method(s)	Evidence of compliance	Quality responsibilities	Quality tools (if applicable)
13	Success	Evaluation forms collated and reported to Evaluator	Evaluator approval	Project Manager	

18. Dissemination Plan

Explain how the project will share outcomes and learning with stakeholders and the community. List important dissemination activities planned throughout the project, indicating purpose, target audience, timing, and key message.

Timing	Dissemination Activity	Audience	Purpose	Key Message
1-13	Web site	All	Awareness, promote, engage, inform	Information about project; ready access to outputs
1-13	News feed	All	Awareness	Progress of project activity
1-13	Conference papers and presentations in the areas of open access, electronic publishing and digital libraries. Will include at least one physics conference.	All stakeholder communities	Awareness, engage, promote, inform	Information about project, research findings and outputs
6-13	Publications in library/publishing journals	Library and publishing communities	Promote, inform	Information about project, research findings and outputs
13	Paper submitted to arXiv repository	Astrophysics and cosmology researchers	Promote, inform	Information about project, research findings and outputs
13	Conference	All stakeholders	Engage, inform	Present RIOJA model in context with other relevant activities; discussion with and between representatives of different stakeholders.

19. Exit and Sustainability Plans

Project Outputs	Action for Take-up & Embedding	Action for Exit
Toolkit	Documentation, availability and awareness.	Will be made available via Web site and e-framework. Dissemination plan will raise awareness.
Demonstrator journal	Dissemination	Will be available for at least 3 years post-project. Dissemination plan will raise awareness of RIOJA outputs.
Project reports	Dissemination	Will be available for at least 3 years post-project to support dissemination plan.

Project Outputs	Why Sustainable	Scenarios for Taking Forward	Issues to Address
RIOJA repository-overlay model	RIOJA toolkit will be available, Especially in subjects with existing subject repositories	Continuity of journal as new publication or conversion of existing titles to RIOJA model	Costs; academic and publishing community acceptance. Sustainability of model supported by project Work package 5.

Appendix B: Workpackages

WORKPACKAGES	Month	1	2	3	4	5	6	7	8	9	10	11	12	13
1:														
2:														
3:														
4:														
5:														
6:														

Project start date: 01-Feb-2007

Project completion date: 18-Mar-2008

Duration: 13 months

Workpackage and activity	Earliest start date	Latest completion date	Outputs	Milestone	Responsible
WORKPACKAGE 1: <i>Objective:</i> Project Management					
1. Produce project plan	01 Feb 07	30 Apr 07	Detailed plan	Plan delivered to JISC	PM
2. Organise and service Steering Group meeting 1	01 Apr 07	30 Jun 07	Meeting	Meeting held & minuted	PO
3. Organise and service Steering Group meeting 2	01 Nov 07	31 Dec 08	Meeting	Meeting held & minuted	PO

4. Evaluation activity, including monitoring of progress against plan and liaison with Evaluator	01 Feb 07	18 Mar 08	Evaluation activity	Evaluation plan implemented	PM
5. Manage budget	01 Feb 07	18 Mar 08	Budget monitoring	Budget is monitored	PM
6. JISC progress report	01 Aug 07	30 Aug 07	Interim report	Report delivered to JISC	PM
7. JISC completion report	01 Feb 08	18 Mar 08	Completion report	Report delivered to JISC	PM
8. Draft final report	01 Dec 07	31 Jan 08	Draft report	Draft delivered to JISC	PM
9. Final report	01 Jan 08	18 Mar 08	Final report	Final report delivered to JISC	PM
WORKPACKAGE 2:					
<u>Objective:</u> Technical development					
10. Specify toolkit	01 Feb 07	30 Apr 07	Description of APIs	API description documented	TL
11. Specify basic functions of demonstrator journal	01 Apr 07	30 Apr 07	Description of demonstrator	Demonstrator description documented	TL
12. arXiv development work to support demonstrator	01 Apr 07	31 May 07	Technical modifications to arXiv repository	arXiv ready to support demonstrator	CL
13. Development of repository APIs	01 Apr 07	31 May 07	Repository APIs developed	Repository APIs written	CL
14. Negotiate for outsourced developer	01 May 07	31 May 07	Negotiation	Outsourced agency contracted to project	TL
15. Initial demonstrator development	01 May 07	30 Jun 07	Preliminary development of demonstrator journal web site and APIs	Initial development signed off by Technical Lead	TL
16. Testing and re-development	01 Jul 07	31 Aug 07	Tests of demonstrator journal	Tests completed and demonstrator amended as appropriate	TL
17. Incorporate additional functionality identified by survey	01 Sep 07	31 Oct 07	Modifications to demonstrator	Modifications completed	TL
18. Compile toolkit	01 May 07	31 Oct 07	XML documentation of APIs	Documentation approved by Technical Lead	TL
19. Release toolkit on Open Source basis	01 Jan 08	18 Mar 08	Toolkit	Toolkit openly available	
20. Deposit in e-framework	01 Jan 08	18 Mar 08	Deposit of RIOJA toolkit in JISC e-framework	Documented toolkit deposited in e-framework	TL

WORKPACKAGE 3:					
<u>Objective:</u> Survey					
21. Define survey	01 Apr 07	30 Apr 07	Identify target population and methodology	Target population identified and details collected	PO
22. Validate sample	01 May 07	15 May 07	Validation of sample by Evaluator	Methodology approved by Evaluator	PO
23. Draft questionnaire	01 May 07	15 May 07	Draft web questionnaire	Questionnaire drafted	PO
24. Test and refine questionnaire	01 May 07	15 May 07	Questionnaire tested	Questionnaire approved by Evaluator and Project Working Group	PO
25. Send questionnaire	16 May 07	31 May 07	Live questionnaire	Survey sample contacted	PO
26. Review progress	01 Jun 07	07 Jun 07	Review returns; reminder sent to target population if required	Review has taken place; reminder sent if required	PO
27. Preliminary analysis	01 Aug 07	30 Sep 07	Preliminary report	Report presented to Steering Group	PO
28. Survey report	01 Oct 07	30 Nov 07	Final survey report	Final survey report signed off by Steering Group & published on Web site	PO
WORKPACKAGE 4:					
<u>Objective:</u> Digital preservation					
29. Analyse digital preservation requirements	01 Oct 07	31 Oct 07	Analysis	Analysis ready to feed LIFE formula	PM
30. Report on digital preservation requirements	01 Oct 07	30 Nov 07	Costed digital preservation report	Report delivered to Steering Group	PM
WORKPACKAGE 5:					

Objective: Sustainability					
31. Interviews with publishers and editorial board members	01 Jun 07	30 Nov 07	Discussion about the costs, acceptance and sustainability of the RIOJA model	At least 3 interviews have taken place	PO
32. Interviews with editorial board members	01 Jun 07	30 Nov 07	Discussion about the costs, acceptance and sustainability of the RIOJA model	At least 3 interviews have taken place	PO
33. Analysis of costs of RIOJA-overlay model	01 Sep 07	30 Oct 07	Identification of cost centres and illustrative costs	Costs analysed	PO
34. Appraisal of candidate cost-recovery business models	01 Sep 07	31 Oct 07	Identification and appraisal of cost-recovery options for a RIOJA-overlay journal	Options appraised	PO
35. Report on sustainability of the RIOJA-overlay model	01 Dec 07	31 Dec 07	Report on sustainability of RIOJA-overlay model	Report delivered to Steering Group	PO
WORKPACKAGE 6:					
Objective: Dissemination					
36. Project Web site	01 Feb 07	30 Apr 08	Project Web site	Web site publicly available and being updated	PM
37. Conference presentations and journal publications	01 Feb 07	18 Mar 08	Dissemination	Dissemination plan being implemented	PO
38. Organise and hold 1-day end-of-project conference	01 Oct 08	18 Mar 08	1-day conference involving main stakeholders	Conference has taken place	PO

Project Team:
PM - Project Manager
PO - Project Officer
TL - Technical Lead
CL- Cornell Lead