

Open and Universal Science Project (OPUS)

**OPUS helps reform the
assessment of research towards
a system that incentivise
researchers to practice
#OpenScience**



WP6

PROJECT COORDINATION AND DATA
MANAGEMENT



Deliverable 6.1: Project Initiation Document (PID)

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Responsibility

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ABBREVIATIONS AND ACRONYMS

AA	Full Name
GA	Grant Agreement
CA	Consortium Agreement
PID	Project Initiation Document
DMP	Data Management Plan
PC	Project Coordinator
PM	Project Manager
SC	Steering Committee
AB	Advisory Board
WP	Work Package
DC&E	Dissemination, Communication, and Exploitation
AGM	Annual General Meeting
REA	European Research Executive Agency

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Name	Description
Figure 1	OPUS Governance Structure
Figure 2	Overview of Risk Management Process
Figure 3	Risk Assessment Matrix

1. PID Introduction and Purpose

The purpose of this Project Initiation Document is to provide a user-guide and reference point for OPUS partners to consult.

The document only contains material and information, which are not found in other documents or to provide more detailed explanation than is otherwise provided to date. For example, basis information on the project itself (Objectives, methods, intended impact) are already available in other documents such as the Grant Agreement.

The following is a summary of the content of the Project Initiation Document:

- A table of the Main Management Documents and where to find them.
- A detailed description of roles and persons involved in organisational structure;
- A description of internal communication measures, including meetings, MS Teams and email alias.
- A summary of the Quality Assurance procedures, with reference to the main documents supporting these procedures.
- The Risk Management procedures for the OPUS project, with reference to the Risk Register.
- A practical guide, including deadlines, to the:
 - Technical reporting;
 - Financial reporting.

2. Main management documents

The following table provides the name and description of the main project management documents, together with their location. All documents are stored on the MS Teams platform (hosted and managed by the project coordinator PLOCAN. *See details in Chapter 4.2. Project Management Software*).

Document name	Details	Location on Teams	Link
Grant Agreement (GA)	Official GA in pdf, as approved and signed by the European Commission (REA), the Project Coordinator and all partners (through the accession form). Legally binding.	> General > OPUS Official Documents	Accessible here
Consortium Agreement (CA)	Official agreement in pdf, signed by all OPUS partners. Legally binding.	> General > OPUS Official Documents	Accessible here
Proposal master copy	Word version of the full OPUS proposal (Parts A and B). For internal use.	> General > OPUS Project Documents	Accessible here
Project Initiation Document (PID)	Present document, presenting the main management procedures for the OPUS project. Official project deliverable.	> General > OPUS Project Documents	Accessible here (WHEN FINALISED and available as publicly available deliverable on the OPUS website)
Data Management Plan (DMP)	OPUS plan for collection, analysis, storage and use of data. Official project deliverable.	> General > OPUS Project Documents	Accessible here (WHEN FINALISED and available as a publicly available deliverable on the OPUS website)
Internal Budget	Excel file with the full project budget, available for internal consultation purposes.	> General > OPUS Project Documents	Accessible here
OPUS full consortium mailing list	Excel document with the full project mailing lists (including Advisory Board). For internal use.	> General > OPUS Project Documents	Accessible here
OPUS Project logos and official templates	Full logo set, template for presentations, letterhead and official deliverable template.	> General > OPUS Design Materials and Templates	Accessible here
OPUS Financial Reporting tables	Internal excel file to be used to monitor reported costs. For internal use.	> WP6 > Periodic Report > Financial Reporting (<i>N.B – sub-folders will be added for each reporting period</i>)	Accessible here (Basic version, personalised files will be sent to each partner)
OPUS Technical Reporting templates	Internal document to support preparation of	> WP6 > Periodic Report	Accessible here

	technical reporting (Part A and Part B).	> Technical Reporting <i>(N.B – sub-folders will be added for each reporting period)</i>	
OPUS Risk Register	Excel file to be used for monitor and mitigate risks. Included as part of official project deliverable.	> WP6 > Risk Management	Accessible here

3. Project roles

3.1. OPUS Governance Structure

The OPUS Governance Structure is presented in the following figure.



Figure 1: OPUS Governance Structure

The following sub-chapters provide details on: Project Coordinator, Project Manager, Scientific Coordinator, Steering Committee (with WP Leaders) and Advisory Board. Full details of the Dissemination, Communication and Exploitation Committee (DC&E) will be provided in the DC&E Plan, deliverable for WP7. *N.B. changes to PC/PM activities may be possible during the project.*

3.2. Project Coordinator (PLOCAN)

- Represents the main communication channel with the project officer, with assistance of the Project Manager (PM).
- Prepares the final version of the consortium agreement, ensuring compliance with all relevant legal requirements, and finalises all partner signatures.
- Acts as Quality Manager and Data Controller for the project.
- Is responsible for preparing the Data Management Plan.
- Is responsible for preparing the final draft of the Project Initiation Document, following preparation of the first draft by the PM.
- Is responsible for organising the annual general meeting and periodic review meetings (not including the logistics, which will be organised by the host partner), with the assistance of the PM.
- Chairs the Steering Committee meetings, with the assistance of the PM.
- Deals with all major project problems, with responsibility for the mitigation plan.
- Is responsible for checking the quality of and preparing the final version of the documentation to meet the European Commission reporting requirements of the project (first periodic report in Month 12 and Final report in month 36) and of uploading and submitting them, through the Funding portal.
- Prepares all budgets and financials (including templates for partners) to meet the European Commission reporting requirements of the project (first periodic report in Month 12 and Final report in month 36) and of uploading and submitting them, through the Funding portal, with support from the PM.

- Provides support to partners to ensure that they are able to provide all input to financial reporting and budget monitoring.
- Is the manager of the MS Teams OPUS platform and responsible for providing access.
- Is responsible for submitting the final deliverables through the Funding portal.
- Is responsible for preparing, managing and submitting any project amendments.

Role	Name	Deputy
Coordinator	Gordon Dalton	
Project LEAR	Joaquin Brito	Blanca Rubio
Financial management	Nuria Gonzalez	Cira Mendoza
Legal management	Alicia Hernández	
PLOCAN OPUS staff	Silvia Martin	

All contact with the Project Coordinator should be made through the following staff members (who will be responsible for contacting the relevant internal staff):

- Gordon Dalton: gordon.dalton@plocan.eu
- Silvia Martin: silvia.martin@plocan.eu

3.3. Project Manager (Resolvo)

- Supports preparation of the Project Initiation Document, preparing a first draft.
- Prepares the Risk Management Plan for the OPUS project and is responsible for Risk Management throughout the project.
- Manages internal communication with all OPUS partners, through email, MS Teams updates and video calls (where necessary) with project partners and WP Leaders.
- Supports the Project Coordinator (PC) in organising all meetings for the Steering Committee (expected to be mostly on-line meetings), including agendas and minutes.
- Organises Advisory Board meetings (expected to be mostly on-line meetings), including agendas and minutes.
- Supports the PC in organising the annual general meeting and periodic review meetings (not including the logistics, which will be organised by the host partner), including agendas and minutes.
- Supports the preparation of documentation to meet the European Commission reporting requirements of the project (first periodic report in Month 12 and Final report in month 36, as follows:
 - prepares template to collect input from the PC, WP leaders and partners;
 - gathers, corrects and edits input from the PC, WP leaders and partners;
 - prepares a first full draft (using input from partners) to be delivered to the PC.
- Provides support to the financial manager of PLOCAN in terms of budget and financial requirements, should they request it.
- Acts as Quality Manager, with PC, and monitors activities to ensure that all partner tasks, deliverables and milestones are completed on time and within budget.
- Deals with all minor project problems. Where problems escalate or cannot be resolved, communicates problems with PC and provides support in creating a mitigation plan.
- Assists the D&C officer in the organisation of events (Person Months allocated to WP7).

Role	Name	Email	Telephone
Project Manager	Jessica Huntingford	jessica.huntingford@resolvo.eu	+39 340 410 3526
Project Assistant and Financial Manager	Francesca Pratesi	francesca.pratesi@resolvo.eu	+39 370 3173950

3.4. Scientific Coordinator (TGB)

- Assists PC in all WPs of the project and oversees all research regarding OPUS.
- Ensures the consistency and standardisation across the WPs: WP1, WP2, WP3, and WP4, WP5.

Role	Name	Email
Scientific Coordinator	Gareth O'Neill	gareth.oneill@technopolis-group.com

3.5. Steering Committee (SC)

The Steering Committee (SC) consists of WP leaders, and is the only decision-making body of the consortium. Other OPUS Partners are invited to the Steering Committee meetings, as non-voting members.

- Is the highest authority of the project to ensure that any issues arising do not interfere with the progress of the project.
- Is responsible for ensuring coordination between the seven project WPs and for providing strategic direction to the project.
- Approves all deliverables from the project and major publications.
- Meets once a month, via virtual platform, to discuss on project progress and to make any necessary decisions (voting procedures are described in the Consortium Agreement – see Chapter 2. [Main management documents](#)).
- Considers and makes decisions on all proposals and items included in the Steering Committee meeting agendas.

Steering Committee members			
WP	Partner leader	Name leader	Second
WP1	Resolvo	Jessica Huntingford	Francesca Pratesi
WP2	Vitae	Clare Viney	Emma Day
WP3	TGB	Gareth O'Neill	Fleur Lehardt
WP4	YERUN	Raquel Vega	
WP5	UNESCO	Juliana Chaves Chaparro	Pedro Gonzalez
WP6	PLOCAN	Gordon Dalton	Silvia Martin
WP7	ICoRSA	Dragana Mitrovic	Sal Music

The SC meetings are currently scheduled for every second Thursday of the month, throughout the duration of the project. Meeting dates may be changed on months when deliverables are due for formal submission.

The meetings are open to all partners to attend.

Agendas are issued to all one week in advance (together with the link, which is the same every month) and minutes are available on-line immediately after the meeting. Part one of the agenda covers Steering committee matters (Project decisions / Deliverable approvals / Major announcements / Other duties as per the Consortium Agreement). Part two covers a WP summary, delivered by each WP leader.

3.6. Advisory Board (AB)

- Project meeting participation: The minimum role for the Advisory Board is participation in 3 project meetings, preferably physically but with an online option.
- Deliverable review: As part of the Quality Assurance procedure of the OPUS project (see also Chapter 5. OPUS Quality Assurance), Advisory Board members support the review process of technical deliverables. There are 21 technical deliverables in the project, so each member is allocated either 2 or 3 deliverables. The allocation is proposed by the Scientific Coordinator of OPUS at project outset and shared with all members for approval.
- Strategic input to the project approach / content: Advisory Board members are invited to take part in designing the project approach and content. This is particularly relevant for the early, planning stages for WP1-WP4.

4. OPUS Internal Communication

4.1. OPUS Meetings

Types of meeting	Frequency	Virtual/Physical*
WP meetings (set up by WP Leaders and attended by partners in WP, as per availability)	Bi-weekly (specific times set by WP Leaders), with extra group meetings as required.	Virtual (Zoom or MS Teams meeting)
Steering Committee	The SC will meet once a month via virtual platform, second Thursday of the month, 10.00 CET, unless otherwise communicated.	Virtual (Zoom meeting)
Annual General Meeting (AGM)	1st AGM – September 2022 – Project Month 1 (Opening meeting)	Physical (Gran Canaria)
	2nd AGM – between September/November 2023 (Project Months 13-15)	Physical (Brussels, if held with Periodic review 1)**
	3rd AGM – between September/November 2024 (Project Months 25-27)	Physical (location to be decided)**
Periodic reviews with REA	P1 meeting in Month 14	Virtual or Physical depending on REA requests.
	P2 Final Month 38	
Interventions (WP2) and Indicators and Metrics (WP3) Workshops	Various workshops to be confirmed during the project	Locations to be defined.
Pilots and Mutual Learning Meetings (WP4)	Various workshops to be confirmed during the project	Locations to be defined.

*To reduce the carbon footprint, all meetings will foresee a hybrid participation option, where feasible.

**Physical attendance is preferred for AGM, all partners should have at least 1 representative, unless there is a valid reason not to.

Project meeting costs

Host partners are generally in charge of costs in terms of:

- Venue hire
- Audio visual equipment to ensure quality sound/video and on-line participation
- Catering: coffee break / lunch

Host partners can use the *Other direct costs* budget line. Should there not be available funds on that budget line, the Project Coordinator and Project Manager must be contacted BEFORE confirming the event location. The expenses and method of payment and partner in charge of payment will be agreed and approved.

4.2. Project Management Software

OPUS uses MS Teams platform to store files. The system contains one channel for General project documents and other channels for each Work Package.

MS Teams is used occasionally for internal chats and meetings.

MS Teams is hosted by PLOCAN, who can provide access to partners. If access is required for a new staff member, an email should be sent to:

- Silvia Martin: silvia.martin@plocan.eu

4.3. Project Mailing lists

The following email aliases have been set up for mailing within OPUS. They include email addresses inserted into the full project address book (available on MS Teams, see Chapter 2. Main management documents).

If people wish for the email alias to be updated, adding or removing a member of staff, they can write and email to:

- Sal Music - dc@icorsa.org

Alias	Description
WP1@opusproject.eu	All email addresses from the WP1 address list available on MS Teams in >General > Project Documents
WP2@opusproject.eu	All email addresses from the WP2 address list available on MS Teams in >General > Project Documents
WP3@opusproject.eu	All email addresses from the WP3 address list available on MS Teams in >General > Project Documents
WP4@opusproject.eu	All email addresses from the WP4 address list available on MS Teams in >General > Project Documents
WP5@opusproject.eu	All email addresses from the WP5 address list available on MS Teams in >General > Project Documents
WP6@opusproject.eu	All email addresses from the WP6 address list available on MS Teams in >General > Project Documents
WP7@opusproject.eu	All email addresses from the WP7 address list available on MS Teams in >General > Project Documents
team@opusproject.eu	All OPUS Partners staff members, list available on MS Teams in >General > Project Documents
dcec@opusproject.eu	All staff members nominated as members of the DC&E Committee
wpleaders@opusproject.eu	All Work Package leaders.

5. OPUS Quality Assurance

5.1 Overall Quality

The quality assurance mechanisms for overall quality of project management are summarised as follows:

- Clearly defined management procedures (within the present document, including 6. Risk Management and a series of internal procedures for 7. Technical and Financial Reporting (Periodic Report))
- Quality Manager roles are assigned to:
 - Project Coordinator: Gordon Dalton, PLOCAN
 - Project Manager: Resolvo Srl
- They are supported in this role by the Scientific Coordinator (see description in [3.4. Scientific Coordinator \(TGB\)](#) and by the Advisory Board (see description in [3.6. Advisory Board \(AB\)](#)).
- The Quality Managers meet at bi-weekly on-line meetings, in order to discuss project progress and to address any areas of concern.
- Regular WP Leader meetings, held once per month, on-line in order to discuss progress of each WP, to ensure any areas of concern are addressed and to ensure synergy.
- A clear feedback mechanism for partners, who wish to discuss any issues related to the quality and progress of the OPUS project, as follows:
 - Initial contact made with project manager, by email or phone, see contact details in [3.3. Project Manager \(Resolvo\)](#) **Errore. L'origine riferimento non è stata trovata.**
 - Project manager assesses concern and decides whether other partners should be involved in discussion.
 - Project manager provides written reply, either with complete reply in the text OR proposes a follow-up meeting to discuss the issue.

5.2 Meeting and Event Quality

In order to ensure high-quality events (OPUS AGMs, workshops and public events), a quality checklist should be applied by event organisers (host partner, with support from PLOCAN and Resolvo for AGMs, ICoRSA for public events and WP Leaders for workshops). The Checklist is available in [Annexe 2: Event Quality Checklist](#) and a personalised version will be prepared by host partners and Project Manager before each event.

All participants will be asked to complete an anonymous (on-line) evaluation form at the end of the event. The basis format for the evaluation form is provided in [Annexe 3: Event Evaluation Form](#). A personalised version will be prepared for each event, by the host partner with support from the Project Manager. These will be accessible through an on-line survey tool (e.g. Google survey/Survey Monkey), by the host partner, Project Manager or DC&E Manager (to be agreed depending on the event). Results will be gathered by the Quality Managers. A summary of findings will be prepared in order to ensure any areas of concern are addressed and any particularly successful elements are maintained for future events.

5.3 Deliverable Quality

5.3.1 Quality Assurance Technical Deliverables

The quality assurance procedure for all Deliverables from D.1.1 to D5.3 (all deliverables produced within WP1, 2, 3, 4 and 5) is as follows:

- Work Package (WP) leaders are in charge of gathering input from all WP participants and for preparing a first draft. WP participants are asked to check the first draft, within a set time period of 4 working days.

WP leaders make any corrections emerging for this check and finalise the first draft. This first draft must be ready 1 month before the deadline for submission to the European Commission.

- Project Coordinator checks the first draft. If satisfied with the quality, it is sent for review. If not, the WP Leader is asked to make the necessary changes within 2 working days.
- The review process involves 1 internal reviewer (representative of OPUS partner not involved in preparing the deliverable) and 1 external reviewer (member of OPUS Advisory Board). Internal and external reviewers are allocated and approved at project outset. This full list is available on the MS Teams platform. The deliverables are made available on MS Teams to the reviewers and to all members of the Advisory Board.
- The reviewers work in parallel and provide their written feedback, using the OPUS review model (included as Annexe 1 here below), within 2 calendar weeks. The reviewer can: 1) accept without changes; 2) accept with proposed changes (suggested changes must be detailed and using comment and track change format); 3) reject (reasons for rejection must be detailed).
- For the external review, all other Advisory Board members are free to comment on the deliverable and on the review. These comments must be received within the 2 calendar weeks allocated to the review. The allocated reviewer has all contacts of the other Advisory Board members, and can share their review as they see fit (by email, document sharing or by fixing a video call). Should an Advisory Board member not provide comments within the set deadline, it is assumed that they approve the content of the review.
- In the case of a deliverable accepted without changes, the WP Leader delivers the deliverable to the Project Coordinator for submission to the EC.
- In the case of a deliverable accepted with proposed changes, the WP Leader (with support from the Deliverable Leader where this differs and from any other partners involved) updates the deliverable with the changes requested by the review OR provides a justification should these changes not be considered appropriate. The updated deliverable must be prepared and delivered to the Project Coordinator for submission to the European Commission before the official deadline.
- In the case of a deliverable rejected, the WP Leader (with support from partners where necessary) updates the deliverable with the changes requested by the review. The WP Leader can request a meeting to clarify the reasons for the rejection. The updated deliverable must be shared with the reviewer(s). With their approval, it is then delivered to the Project Coordinator for submission to the European Commission before the official deadline.
- Project deliverables must be approved by the Steering Committee. Project Manager / Project Coordinator make deliverable available on-line (Teams), minimum 1 week before a Steering Committee meeting. Deliverables are available in the relative WP folder. A link is sent to all Steering Committee members by email. Members are asked to provide any comments before the Steering Committee meeting. If relevant and necessary, the deliverable leader will modify the deliverable and inform all other Steering Committee members. Steering Committee members vote on deliverables at the meeting, according to procedures detailed in the Consortium Agreement.¹

5.3.2 Quality Assurance procedure Management, Communication, Dissemination and Exploitation Deliverables

The quality assurance procedure for all Deliverables from D.6.1 to D7.3 (all deliverables produced within WP6 and 7) is as follows:

- Work Package (WP) leaders are in charge of preparing a first draft, with all necessary input from task leaders and other WP participants. WP participants are asked to check the first draft, within a set time period of 4 working days. WP leaders make any corrections emerging for this check and finalises the first draft. This first draft must be ready 1 month before the deadline for submission to the EC.
- Project Coordinator checks the first draft. If satisfied with the quality, it is sent for review. If not, the WP Leader is asked to make the necessary changes within 2 working days.

¹ Article 6.2 – General operational procedures for all Consortium bodies

- The review process involves 1 internal reviewer (representative of OPUS partner not involved in preparing the deliverable). Internal reviewers are allocated and approved at project outset. This full list is available on the MS Teams platform. The deliverables are made available on MS Teams to the reviewers.
- The reviewers provide their written feedback, using the OPUS review model (included as Annexe 1 here below), within 2 calendar weeks. The reviewer can: 1) accept without changes; 2) accept with proposed changes (suggested changes must be detailed, using comment and track change functions); 3) reject (reasons for rejection must be detailed). The reviewer can also suggest modifications (using track changes and comments for all modifications) directly in the text of the document.
- In the case of a deliverable accepted without changes, the WP Leader submits the deliverable to the Project Coordinator for submission to the EC.
- In the case of a deliverable accepted with proposed changes, the WP Leader (with support from partners where necessary) updates the deliverable with the changes requested by the review OR provides a justification should these changes not be considered appropriate. The updated deliverable must be prepared and submitted to the Project Coordinator for submission to the European Commission before the official deadline.
- In the case of a deliverable rejected, the WP Leader (with support from partners where necessary) updates the deliverable with the changes requested by the review. The WP Leader can request a meeting to clarify the reasons for the rejection. The updated deliverable must be shared with the reviewer. With their approval, it is then delivered to the Project Coordinator for submission to the European Commission before the official deadline.
- Deliverables are approved by the Steering Committee, as per the procedure described above for Technical Deliverables.

6. Risk Management

6.1 Introduction to Risk Management

The Risk Management system designs a framework in which risks are identified and classified, mitigation measures are put in place and the process is monitored in an iterative way. Partners' input is key in all phases. Risk Management is a continuous process based on the following principles:

- it evolves alongside project activities;
- it entails active involvement of all partners (through the WP Leaders);
- it is based on statistical information and on information coming from experience.

This approach is reflected in all activities described below.

6.2 Roles and Responsibilities

This chapter provides an overview of the specific roles and responsibilities linked to risk management activities.

Risk Management team

The project Risk Management team is formed of:

- Project Coordinator – PLOCAN
- Project Manager – Resolvo Srl
- Steering Committee / WP leaders
- Advisory Board

Project Coordinator

The PC is responsible for overall approval of the risk management system and for supervision of its application. The PC is updated regularly on risk management issues by the PM and is called upon to intervene where risks are identified as particularly serious.

Project Manager

The PM is in charge of:

- Putting in place the risk management system
- Ensuring active involvement of all partners in all phases of the process
- Collecting information from partners (at WP outset / every 6 months / for official reporting purposes)
- Liaising with the AB (see below)
- Designing corrective measures to the risk management process in cooperation with the WP leaders

Steering Committee / Work Package leaders

WP leaders are responsible for the implementation of the activities included in their work packages and for the release of all planned deliverables, according to the project Gantt.

In relation to Risk Management, their activities are structured as follows:

- Identifying risks to the work planned in their WP. This is initiated at WP outset and updated every 6 months.
- Collecting feedback from Task leaders and OPUS partners on potential risks to the work planned in each task.

- Completing the Risk template at WP outset and every 6 months, on the basis of the information collected and analysed above

Advisory Board

OPUS partners are assisted by the AB. The role of the AB is to supervise the activities, giving their expert advice on the project workflow and on possible improvements. The AB composition is detailed in Chapter 1 above.

Within the Risk Management system, the AB is informed periodically about the status of risk management (every 6 months) and is consulted every time WP leaders cannot identify appropriate mitigation measures.

6.3 Risk Management process

The Risk Management process is illustrated in Figure 2 below and described in the following paragraphs.

Information on Risks must also be reported to the European Commission through the SyGMa (Grant Management) system. Together with the periodic reporting, the project must provide updates on the State of Play of the risk and of any mitigation measures. The information gathered within the OPUS Risk Management will be used to complete this reporting data.



Figure 2: Overview of Risk Management Process

Risk Identification

In the application phase of the project, OPUS partners were asked to fill in a Table of Risks relevant to planned actions.

The table, included in the Grant Agreement (GA), is available here below as a point of reference for initial Risk Management activities:

Risk number	WP	Description of risk	Proposed Risk Mitigation Measures
1	WP1	State of the Art will not be comprehensive and up to date	Extensive partner experience and expertise in all of the latest EU initiatives, and latest projects, including EOSC and DG Connect.
2	WP2	Workshops goals and outputs not achieved	OPUS partners have extensive contacts with key QH, ensuring sufficient engagement. ICoRSA & CRAC-VITAE.
3	WP3	Audit will not succeed in measuring baseline	5 very engaged RPO and RFO. Experience form GRRIP project in assess and deliver baseline audit.
4	WP4	AP will not be implemented by pilot RPO&RFO	All RPO&RFO have signed letters of commitment to Implement recommendations that are approved within the project.
5	WP5	Difficulty in proper monitoring and evaluation of AP	OPUS has assigned TGB who are experts in Monitoring and Evaluation. UNESCO will ensure that standards are maintained.
6	WP3	5 RPO&RFO will not succeed in Mutual Learning	OPUS has 5 SSH and RRI partner experts that will guide the 5 RPO&RFO to successfully engage in mutual learning.
7	WP7	Interventions for institutional change will not be sustainable	OPUS has partners in the field of Policy and Advocacy - TGB & UNESCO. The Exploitation Committee will work with these partners to ensure recommendations are listened to by the relevant bodies in EC.
8	WP7	Dissemination and knowledge transfer will not reach users or be taken-up, adopted, exploited.	Partner experience in dissemination (PLOCAN coordinating RRING and MARIBE. ICoRSA, UNESCO, RESOLVO SRL and association have extensive networks ensuring wide dissemination. Use of knowledge base will be trialled and activity measured.

Following the presentation of the Risk Management system and at WP outset, partners are requested to carry out an analysis of the initial risks identified.

Active involvement of each WP Leader (with input from OPUS partners) is required to guarantee that all potential risks are correctly listed and shared within the consortium.

The risks (originally identified in the GA and any additional) should be inserted into the Risk register, described below and available in Annexe 4: Overview of Risk Register and on MS Teams (see Chapter 2. Main management documents).

Risk Assessment

Risks are assessed considering the potential impact and likelihood. Definitions used within the project are the following:

- IMPACT: the effect that something has on a given situation
- LIKELIHOOD: the level of probability of something happening

The Risk score is calculated by multiplying the level of Impact (1 low, 2 medium, 3 high) by the level of Likelihood (1 low, 2 medium, 3 high), as shown in Figure 2. The corresponding colour code is then used to fill in the Assessment column in the Risk register.

Low risk=Green 1-2

Medium Risk =Yellow 3-4

High Risk=Red 5-6

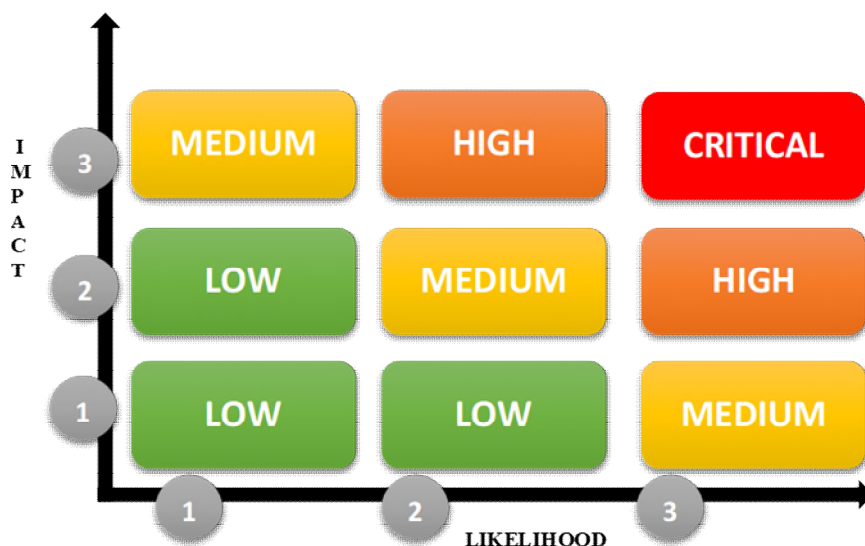


Figure 3: Risk Assessment Matrix

Risk Mitigation

The Risk Management process requires definition of measures to respond to identified risks.

Initial decisions taken after Risk identification and assessment (above) could lead to Risk avoidance: adjustment of activities so that the conditions triggering the risk do not emerge. When avoidance is not an option, we can refer to Risk Mitigation measures and to contingency planning.

Risk Mitigation aims at reducing the consequences of the risk. It can include measures directed towards risk reduction, transfer, spreading and/or acceptance. Contingency planning determines how problems can be solved if a risk occurs, providing backup plans decided in advance.

Within OPUS:

- mitigation measures must be provided for each risk;
- a contingency plan is required for High and Critical risks.

Risk Mitigation measures and contingency plans should be inserted by the WP leader in the Risk register available for consultation in [Annexe 4: Overview of Risk Register](#) and as a working document of MS Teams (see Chapter 2. Main management documents).

WP leaders can contact the Project Manager should they not be able to identify appropriate mitigation measures and contingency plans. In this case, there are two main options:

- Internal: the Project Manager, Project Coordinator and other members of the consortium can discuss and define potential measures / plans with the WP Leader;
- External: The Advisory Board can be activated, as per the procedure described above, to request their support.

In both cases, the WP Leader should contact the Project Manager to define the necessary procedures.

Risk Monitoring and reporting

The monitoring and reporting system is structured in the following steps:

- Risk identified in Grant Agreement Preparation Phase (Spring 2022) are assessed by WP Leaders (working with Task Leaders and other partners), including any additional risks identified at WP outset;
- The PM merges the updates into one project level risk table and the overall project Risk table is available by Month 6;

- Every 6 months, the PM circulates the Risk table and WP Leaders cooperate with Task Leaders to revise the Template with any updates / new risks;
- All WP Leaders report to the PM any Medium and Critical risks identified in between monitoring deadlines;
- PM manages contacts with the Advisory Board;
- PM reports to the consortium with any relevant risk management issues and manages contacts with any partners directly involved.

7. Technical and Financial Reporting (Periodic Report)

7.1 What is the Periodic Report?

The Periodic Report/Final Report is the pre-condition for receiving payments; it must be submitted through the EU Funding & Tenders Portal Grant Management System by the Coordinator within 60 days after the end of the reporting period.

The Report is divided into a technical and financial report.

The Technical Report consists of 2 parts:

- Part A contains structured tables with project information.
- Part B is a narrative description of the work carried out during the reporting period.

Part A is generated by the IT system. It is based on the information entered into the Portal modules of Continuous and Periodic Reporting.

Part B needs to be uploaded as PDF on the Technical Report (Part B) screen. The template to use is available into the Portal.

The Financial Report normally consists of:

- the individual financial statements (Annex 4 to the GA) for each Beneficiary
- a summary financial statement
- a certificate on the financial statements (CFS) (if threshold reached – NOT THE CASE FOR OPUS).

The Financial Report is generated by the IT system on the basis of the financial information entered into the Periodic Reporting module (and any other documents uploaded).

Reminders for reporting:

- Records must be kept for 5 years after the final payments;
- The financial statements must be drafted in euro;
- The reporting must be in the language of the Agreement (English).

7.2 How and when to prepare and submit the Periodic Report?

The Periodic Report must be prepared by the Consortium in the Continuous and Periodic Reporting modules and then be submitted by the Coordinator.

The Continuous Reporting module is always open and can be updated at any moment during the project (submit deliverables, report on milestones, etc.). It automatically feeds Part A of the Periodic Report.

The Periodic Reporting module is opened after the end of the reporting period. It allows you to:

- download and upload the Part B of the Technical Report (upload only by the Coordinator)
- complete their financial statements on-line (each Beneficiary for themselves)
- consolidate the individual financial statements into a summary financial statement (Coordinator)
- submit the Periodic Report (Coordinator).

There are **two official periodic** reports for the OPUS project (Project Month 1 – September 2022):

Periodic Report	Reporting Months	Reporting Deadline	Payments
1	1-12	60 days after end of reporting period – M14 (31 October 2023)	90 days from receiving periodic report – M17 (31 January 2024)
2	13-36	60 days after end of reporting period – M38 (31 October 2025)	90 days from receiving periodic report – M41 (31 January 2026)

You can find more information on reporting in Article 21.2 of the GA “Periodic reporting: Technical reports and financial statements”. (Grant Agreement available on MS Teams – see Chapter 2. Main management documents).

In addition, within OPUS there are two internal deadlines for financial reporting as defined in the Consortium Agreement. The financial reports should be prepared and sent to the Coordinator to check before the official first and second/final periodic report.

Reporting Months	Reporting Deadline (internal – to be sent to Coordinator)
1-6	30 days after end of reporting period – M7 (31 March 2023)
13-24	30 days after end of reporting period – M25 (30 September 2023)

7.3 Technical Reporting in OPUS

The template for the Technical Reporting is available on MS Teams (See Chapter [2. Main management documents](#)). This provides an overview of all the sections required for Part A and Part B of the Periodic Report.

The following provides an overview of the expected contribution of partners to each section of the report.

Part A			
Section		Partner responsible for completing	Any other information
PROJECT SUMMARY	Context and overall objectives	PLOCAN	-
	Work performed and main achievements	PLOCAN	Information gathered from Part B (below), as provided by WP Leaders
	Results beyond the state of the art	PLOCAN	-
	Policy relevance of your project	UNESCO	-
PROJECT MANAGEMENT AND IMPLEMENTATION	Researchers involved in the project	All partners	Researchers must be uploaded onto the on-line reporting system
	List of deliverables	PLOCAN	Deliverables will be submitted by deadlines, as prepared by WP/Task Leaders
	List of milestones	PLOCAN	-
	List of critical risks	RESOLVO	-
PROJECT PATHWAY TO IMPACT	Results	PLOCAN	-
	Results ownership list	PLOCAN	-
	Publications	All partners	To be completed on on-line reporting system
	Datasets	PLOCAN	Not expected for Periodic Report 01
	Intellectual Property Rights (IPR) - Patents	PLOCAN	Expected not to be relevant for OPUS
	Other Results	PLOCAN	-
	Impact	PLOCAN/ICoRSA	Partners will need to provide input on citizen engagement
	Impact Continuation	PLOCAN	-
	Dissemination activities	ICoRSA	All partners will be asked to provide input
Communication activities	ICoRSA	All partners will be asked to provide input	
Beneficiaries Feedback		All partners	To be completed on on-line reporting system

Part B			
Section		Partner responsible for completing	Any other information
1. EXPLANATION OF THE WORK CARRIED OUT AND OVERVIEW OF THE PROGRESS	1.1 Objectives	PLOCAN	-
	1.2 Explanation of the work carried out per WP – WP1	Resolvo	WP participants may be asked for input
	1.2 Explanation of the work carried out per WP – WP2	VITAE	
	1.2 Explanation of the work carried out per WP – WP3	TGB	
	1.2 Explanation of the work carried out per WP – WP4	YERUN	
	1.2 Explanation of the work carried out per WP – WP5	UNESCO	
	1.2 Explanation of the work carried out per WP – WP6	PLOCAN	
		1.2 Explanation of the work carried out per WP – WP7	ICoRSA
	1.3 Impact	PLOCAN	-
2. FOLLOW-UP OF RECOMMENDATIONS AND COMMENTS FROM PREVIOUS REVIEW(S) (IF APPLICABLE)		PLOCAN	Not applicable in Periodic Report 01
3. EXPLOITATION PRIMARILY IN NON-ASSOCIATED THIRD COUNTRIES (IF APPLICABLE)		N/A	Not relevant to OPUS
4. OPEN SCIENCE		PLOCAN	-
5. DEVIATIONS FROM ANNEX 1 AND ANNEX 2 (IF APPLICABLE)	5.1 Tasks/objectives	All WP Leaders	PLOCAN prepares consolidated version
	5.2 Use of resources (plus: 5.2.1 Unforeseen subcontracting / 5.2.2 Unforeseen use of in-kind contributions)	PLOCAN	Partners with deviations in expected levels of spending will be asked to provide justifications

7.4 Financial Reporting in OPUS

Internal procedures

For internal financial reporting, the procedure is carried out off-line (not through Funding portal) as follows:

- Partners complete the financial reporting file, available on MS Teams (see Chapter 2. Main management documents)
- Partners send the completed financial reporting to the Project Coordinator, PLOCAN - (see contact details in 3.2. Project Coordinator (PLOCAN))
- Project Coordinator checks (with 10 working days) and provides any comments and requests for integrations.
- In the test phases (Months 1-6 and 13-24), the procedure ends here. In the official reporting periods (Month 1-12 and Months 13-36), the official procedures below are then followed.

Official procedures

OFFICIAL PROCEDURE
<p>WHERE?</p> <p>Access to the Grant Management System is available through My Projects > Actions > Manage Project > Periodic Reporting > Financial Statement drafting.</p> <p>To sign and submit to the Coordinator, the Beneficiary's PFSIGN must log into My Projects > Actions > Manage Project > Periodic Reporting > Sign & Submit</p> <p>WHO?</p> <p>The individual periodic financial statements should be prepared by each beneficiary, and the final consolidated financial statement is submitted by the Coordinator.</p> <p>WHAT?</p> <p>The financial statements must detail the eligible costs for each budget category reported. The costs entered into the portal must be the same costs as entered into the financial excel provided for each partner.</p> <p>General and specific eligibility conditions for costs and contributions are set in article 6.1 and 6.2 of the GA.</p>

Documentation and support

You can find the estimated budget per cost category and per partner in Annex 2 of the GA.

The full OPUS budget is available on Teams (see list of Management documents in Section 02 above).

For any questions about financial reporting, partners can contact:

- Gordon Dalton – PLOCAN: gordon.dalton@plocan.eu
- Francesca Pratesi – Resolvo: francesca.pratesi@plocan.eu

OPUS BUDGET COST CATEGORIES – A. Personnel costs

A.1 employees (or equivalent)

Costs for employees (or equivalent) are eligible if they fulfil the general eligibility conditions and are related to personnel working for the beneficiary under an employment contract (or equivalent appointing act) and assigned to the action.

They must be limited to salaries, social security contributions, taxes and other costs linked to the remuneration, if they arise from national law or the employment contract (or equivalent appointing act) and be calculated on the basis of the costs actually incurred, in accordance with the following method:

{daily rate for the person multiplied by number of day-equivalents worked on the action (rounded up or down to the nearest half-day)}.

The daily rate must be calculated as:

{annual personnel costs for the person divided by 215}.

A.2 natural persons under direct contract

A.3 seconded persons

A.2 and A.3 costs for natural persons working under a direct contract other than an employment contract and costs for seconded persons by a third party against payment are also eligible as personnel costs, if they are assigned to the action, fulfil the general eligibility conditions and:

- (a) work under conditions similar to those of an employee (in particular regarding the way the work is organised, the tasks that are performed and the premises where they are performed) and
- (b) the result of the work belongs to the beneficiary (unless agreed otherwise).

They must be calculated on the basis of a rate which corresponds to the costs actually incurred for the direct contract or secondment and must not be significantly different from those for personnel performing similar tasks under an employment contract with the beneficiary.

OPUS BUDGET COST CATEGORIES – B. Subcontracting Costs

Subcontracting costs (including related duties, taxes and charges, such as non-deductible or non-refundable value added tax (VAT)) are eligible, if they are calculated on the basis of the costs actually incurred, fulfil the general eligibility conditions and are awarded using the beneficiary's usual purchasing practices — provided these ensure subcontracts with best value for money (or if appropriate the lowest price) and that there is no conflict of interests.

OPUS BUDGET COST CATEGORIES – C. Purchase Costs

C1 Travel and subsistence

Purchases for travel, accommodation and subsistence must be calculated on the basis of the costs actually incurred and in line with the beneficiary's usual practices on travel, accommodation and subsistence.

Travel Description **MUST** contain the following 4 details (omission of any one detail will result in a rejected claim). These details are then copied into the portal:

1. Name (s)
2. Destination
3. Date
4. Purpose of the travel

C2 Equipment

Purchases of equipment, infrastructure or other assets used for the action must be declared as depreciation costs, calculated on the basis of the costs actually incurred and written off in accordance with international accounting standards and the beneficiary's usual accounting practices. Only the portion of the costs that corresponds to the rate of actual use for the action during the action duration can be taken into account. Costs for renting or leasing equipment, infrastructure or other assets are also eligible, if they do not exceed the depreciation costs of similar equipment, infrastructure or assets and do not include any financing fees.

C.3 Other goods, works and services

Purchases of other goods, works and services must be calculated on the basis of the costs actually incurred. Such goods, works and services include, for instance, consumables and supplies, promotion, dissemination, protection of results, translations, publications, certificates and financial guarantees.

OPUS BUDGET COST CATEGORIES - E. Indirect Costs

Indirect costs will be reimbursed at the flat-rate of 25% of the eligible direct costs, except subcontracting costs (=25% * (a1+a2+a3+c1+c2+c3))

Annexe 1: Deliverable review template

1. Deliverable Details

Deliverable Number and Title	<i>(to be completed by OPUS Project Partner in charge of Deliverable)</i>
Work Package	<i>(to be completed by OPUS Project Partner in charge of Deliverable)</i>
Work Package Leader	<i>(to be completed by OPUS Project Partner in charge of Deliverable)</i>
Deliverable Type	<i>(to be completed by OPUS Project Partner in charge of Deliverable)</i>
Dissemination Level	<i>(to be completed by OPUS Project Partner in charge of Deliverable)</i>
Deliverable abstract	
<i>(to be completed by OPUS Project Partner in charge of Deliverable)</i>	

2. Deliverable Review

Please rate the following items, being: 1 = inadequate; 2 = poor; 3 = acceptable; 4 = good; 5 = excellent; N/A = not applicable".

Note that if any of the items are rated 2 or below, then the deliverable cannot be accepted as it is and requires revision.

	1	2	3	4	5	N/A
Are the aims and methods clearly explained?						
Is the methodology appropriate?						
Is the content presented in an appropriate and comprehensible manner (structure, presentation and language)?						
Is the content appropriate, correct, complete and does it fulfil its objectives?						
Overall Quality Evaluation						

Please provide any specific comments on the report. If any of the above items is rated 2 or below, please state why.

Comments

3. Overall Assessment

Recommendation	Y	N
The reviewer recommends that the deliverable can be submitted as it is, with no modifications required		
The reviewer recommends that the deliverable can be submitted, with minor modifications as detailed above		

The reviewer recommends that the deliverable cannot be submitted in this current version, but requires significant modifications as detailed above		
--	--	--

Final Remarks

Any final remarks (where applicable)

4. Deliverable Review

This report is issued on (place), (date), by: NAME OF REVIEWER.

Annexe 2: Event Quality Checklist

Before the event

Set the date and location well in advance (minimum 3 months, whenever possible)

Send the draft agenda and logistical information (e.g. hotel suggestions) well in advance (minimum 2 months, whenever possible)

Consider socio-sustainability issues when selecting location, rooms, accommodation and suppliers, e.g.²:

- Have you selected a meeting venue that can be accessed by public transport and provided information on how to reach the venue by public transport?
- Have you selected a meeting room that is fully accessible for participants with mobility difficulties?
- Have you considered socio-sustainability criteria in your selection of suppliers?
- Have you requested your catering service to avoid single use items and serve local, seasonal food?
- Have you avoided bottled water and plastic glasses for the meetings or when not possible, are you using large size bottles and compostable or recyclable glasses?
- Have you limited the printing of hard copies of documents?
- Are you providing reusable / recyclable badges and avoiding producing unnecessary goodies?
- Have you suggested accommodation that comply with environmental guidelines?

Ask all participants to register, indicating on-site/virtual participation and any dietary requirements / access related requests.

Ensure that all participants are aware of GDPR related consent required for the event, including production and publication of photographic/video material and that they have provided the necessary consent.

Send regular updates on event organisation to OPUS DC&E Manager (ICoRSA) for communication purposes.

Send the final agenda minimum 2 weeks before event, with clear guidelines on input required from partners (including requests for any material / presentations to be sent beforehand / information on official OPUS templates to be used and communication requirements).

Run a full audio/visual check, to ensure that participants attending virtually can hear and see and, where possible, allocate a technician to support on the day.

Prepare an attendance list, to be signed by all participants (necessary for eventual audit on costs claims).

During the event

Ensure that all participants sign an attendance list.

Allocate a moderator and ensure that he/she is well prepared on the content of the agenda, to manage active engagement of all participants, including those attending on-line and able to keep sessions to time.

Consider the use of breakout sessions, where appropriate, to ensure that all participants have the chance to contribute.

Ensure that the temperature and lighting in the room is suitable.

Organise regular breaks, preferably with the possibility to go outside.

Provide all participants with access to an anonymous event evaluation form (google form).

Ensure that photos and videos are taken during the meeting for communication purposes.

² See the Interreg Med Guidelines for organising sustainable events: https://interreg-med.eu/fileadmin/user_upload/Sites/Programme/News_events/Events/01_Programme_events/01_Transnational_events/Mid-term_event/guidelines_for_sustainable_events_9-7-18.pdf

After the event

Send content to OPUS DC&E Manager (ICoRSA) for communication purposes.

Provide the minutes / report a maximum of 2 weeks after the event.

Gather and analyse all evaluation forms and provide OPUS Steering Committee members with any key finding (positive and areas for improvement).

Annexe 3: Event Evaluation Form

Basic Event Evaluation Form (to be adapted to each event)

1. How did you hear about this event?

I am directly involved in OPUS (partner / Advisory Board member / EC staff)

I am a member of OPUS Expert Group³

Through the OPUS social media

Other (please specify)

2. Overall, how would you rate the event?

Excellent

Good

Fair

Poor

3. Please rate the following aspects of the event:

	Poor	Fair	Good	Excellent
Information provided before the event				
Registration process				
Agenda				
Speakers				
Moderation / session management				
Time-keeping				
Venue				
Audio / visual elements				
Catering				

4. What did you like most about the event?

5. What did you like least about the event?

6. What other recommendations would you make to improve the event?

³ The OPUS Expert Group represents a group of external Open Science experts, who are provided with regular updates on the project, invited to relevant events and encouraged to consult on key project outputs.

Annexe 4: Overview of Risk Register

The Risk Register is available on Teams (see Chapter 2. Main management documents). The two images here show the initial page (Risk Register at project start) and an example of the updates (example at project Month 6). The full Risk Register then includes a page for each six-monthly update.

OPUS RISK REGISTER							
Original Risks from Project Application / Grant Agreement							
Risk number	WP	Description of risk	LoL	Impact	Risk	Proposed Risk Mitigation Measures	Final
1	WP1	State of the Art will not be comprehensive and up to date	Med	Low	2	Extensive partner experience and expertise in all of the latest EU initiatives, and latest projects, including EOSC and DG Connect	1
2	WP2	Workshops goals and outputs not achieved	Low	Low	1	OPUS partners have extensive contacts with key QH, ensuring sufficient engagement. ICoRSA & CRAC-VITAE.	1
3	WP3	Audit will not succeed in measuring baseline	Med	Med	4	5 very engaged RPO and RFO. Experience from GRRIP project in assess and deliver baseline audit	2
4	WP4	AP will not be implemented by pilot RPO&RFO	Low	High	4	All RPO&RFO have signed letters of commitment to Implement recommendations that are approved within the project.	2
5	WP5	Difficulty in proper monitoring and evaluation of AP	Low	Med	3	OPUS has assigned TGB who are experts in Monitoring and Evaluation. UNESCO will ensure that standards are maintained	1
6	WP3	5 RPO&RFO will not succeed in Mutual Learning	Low	Med	3	OPUS has 5 SSH and RRI partner experts that will guide the 5 RPO&RFO to successfully engage in mutual learning	2
7	WP7	Interventions for institutional change will not be sustainable	Med	Med	4	OPUS has partners in the field of Policy and Advocacy - TGB & UNESCO. The Exploitation Committee will work with these partners to ensure recommendations are listened to by the relevant bodies in EC	2
8	WP7	Dissemination and knowledge transfer will not reach users or be taken-up, adopted, exploited.	Med	High	6	Partner experience in dissemination (PLOCAN coordinating RRING and MARIBE. ICoRSA, UNESCO, RESOLVO SRL and association have extensive networks ensuring wide dissemination. Use of knowledge base will be trialled and activity measured.	2




Legenda		
	Low Risk	1-2
	Medium Risk	3-4
	High Risk	5-6

Figure 4: Risk Register from Project Application / Grant Agreement

OPUS RISK REGISTER																
Updates to Risks in first project period (before Month 6)																
Legenda <table border="1"> <tr> <td>Low Risk</td> <td>1-2</td> </tr> <tr> <td>Medium Risk</td> <td>3-4</td> </tr> <tr> <td>High Risk</td> <td>5-6</td> </tr> </table>			Low Risk	1-2	Medium Risk	3-4	High Risk	5-6	<p>All WP LEADERS CHECK AND UPDATED BEFORE SUBMISSION OF THE WP6 Deliverable.</p> <p>Existing Risks can be modified (e.g. LoL/Impact changed; Details to mitigation measures). The columns J, K and L should also be completed.</p> <p>New risks can be inserted.</p>							
Low Risk	1-2															
Medium Risk	3-4															
High Risk	5-6															
Risk number	WP	Description of risk	LoL	Impact	Risk	Proposed Risk Mitigation Measures	Final	Describe any changes made to the original risk	Did your risk materialise? Were any risk mitigation measures necessary? If so, with what result?	Any further comments?						
1	WP1	State of the Art will not be comprehensive and up to date	Med	Low	2	Extensive partner experience and expertise in all of the latest EU initiatives, and latest projects, including EOSC and DG Connect	1									
2	WP2	Workshops goals and outputs not achieved	Low	Low	1	OPUS partners have extensive contacts with key QH, ensuring sufficient engagement. ICoRSA & CRAC-VITAE.	1									
3	WP3	Audit will not succeed in measuring baseline	Med	Med	4	5 very engaged RPO and RFO. Experience from GRRIP project in assess and deliver baseline audit	2									
4	WP4	AP will not be implemented by pilot RPO&RFO	Low	High	4	All RPO&RFO have signed letters of commitment to implement recommendations that are approved within the project.	2									
5	WP5	Difficulty in proper monitoring and evaluation of AP	Low	Med	3	OPUS has assigned TGB who are experts in Monitoring and Evaluation. UNESCO will ensure that standards are maintained	1									
6	WP3	5 RPO&RFO will not succeed in Mutual Learning	Low	Med	3	OPUS has 5 SSH and RRI partner experts that will guide the 5 RPO&RFO to successfully engage in mutual learning	2									
7	WP7	Interventions for institutional change will not be sustainable	Med	Med	4	OPUS has partners in the field of Policy and Advocacy - TGB & UNESCO. The Exploitation Committee will work with these partners to ensure recommendations are listened to by the relevant bodies in EC	2									
8	WP7	Dissemination and knowledge transfer will not reach users or be taken-up, adopted, exploited.	Med	High	6	Partner experience in dissemination (PLOCAN coordinating RRING and MARIBE). ICoRSA, UNESCO, RESOLVO SRL and association have extensive networks ensuring wide dissemination. Use of knowledge base will be trialled and activity measured.	2									

Figure 5: Risk Register at 6 months (first foreseen update)

Open and Universal Science Project (OPUS)

IF YOU WOULD LIKE TO KNOW MORE ABOUT
OUR PROJECT ACTIVITIES, OUR TEAM WOULD LOVE
TO SPEAK TO YOU.

Email us at info@opusproject.com