Project Charter

National Centre for the Electronic Information Resources

Systemic Individual Project OP RDE

Version valid to May 2021, factoring in the changes from Change list No. 51

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1 EXECUTIVE SUMMARY

1.1 Introduction

The project aims to promote access to information resources, R&D, professional publications and data sources (journals, e-books, bibliographic and scientometric databases, etc.), including open access to the results (repositories of data and information), as specified in Chapter 6.2 of the National RIS3 Strategy[1].

The aim is to increase efficiency and effectiveness in research, development and innovation in the Czech Republic through system changes in the area of providing and securing of electronic scientific journals, books and specialized databases ("Electronic Information Resources") for users in the fields of research, development and innovation, which will bring significant savings in public spending incurred by users (research organizations) on related administrative activities. These activities will be assumed by the national licensing centre (hereinafter "CzechELib"), which will concentrate existing know-how into a professional team providing for all procurement (mapping of supply and demand, tenders, contractual arrangements, payments, user support, operational support, statistics, representation, etc.). Concentration of funds into a national centre will allow the achievement of more favourable contractual terms for the provision of Electronic Information Resources. As part of the project, funding will also be provided for the purchase of access to individual Electronic Information Resources for RDI in the Czech Republic, as a pilot test of the functioning of CzechELib.

Since 2000, the support for the purchase of Electronic Information Resources (as one of the most important "raw materials" for research) has been provided from RDI funds in a series of consecutive programmes under the MEYS. The support provided by the MEYS from RDI funds increased from about CZK 130 million in 2000 to about CZK 286 million in 2016.

1.2 Electronic Information Resources

Electronic Information Resources (hereinafter "EIRs") is the collective name for electronic journals, electronic books and specialised databases. Their publishers offer licenses to access tens of thousands of journals, mostly in the form of collections, individual to hundreds of electronic books, or specialised databases. These EIRs thematically cover the entire range of academic research, from theology through medicine to nuclear physics. Over the years during which the support for the acquisition of EIRs has been provided, the offer of EIRs in the Czech Republic has become stabilized, although of course new journals and new disciplines regularly appear.

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[1] https://www.mpo.cz/assets/cz/podnikani/ris3-strategie/2018/6/NRIS3_11-07-2016_cz.PDF

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1.3 Situation in the provision of access to EIRs in the Czech Republic before the project's realization

In the Czech Republic, the access to nearly 100 EIR collections for approximately 130 RDI institutions (public higher education institutions, institutes of the Academy of Sciences, large – especially university – hospitals, large libraries and other research organizations – hereinafter "users") is currently provided by a total of 18 "consortia" in which these institutions are associated. Similar requirements and purchases made by these consortia were therefore often solved separately, which leads to agenda duplication, and thus to increased financial costs incurred by individual entities and demands for specialized human resources.

1.4 European and national context

Developed European countries (Finland, Netherlands, Norway, France, Germany, UK and others) have for many years employed various models of centralized provision of access to EIRs, usually at the national level. Individual EIR publishers therefore know, accept and support these models.

As part of the conclusions of the EU Competitiveness Council of 27 May 2016, in subsequent years (i.e. in the course of the project), individual EIR collections and individual titles may gradually switch from the subscription model of licensed access to EIRs to the model of contractual editorial processing of scientific articles by publishers and the subsequent open access to EIRs (Open Access).

This trend is being strengthened by Science Europe's declaration[2] which, on 4th September 2018, has announced an initiative for scientific publishing with open access called Plan S[3]. Foreseeing this situation, the CzechELib investigator has input an article in all contracts with publishers – EIR providers that allows to edit these contracts in line with the National strategy of Czech Republic's open access to scientific information's Action plan requirements for years 2017-2020[4]. This Action plan should be presented to the government of the Czech Republic.

1.5 Support of centralization of the provision of access to EIRs in the Czech Republic

For the reasons mentioned above, the centralization of the provision of access to EIRs is supported by public universities represented by the Czech Rectors Conference (CRC) and the Council of Higher Education Institutions (CHEI), Academy of Sciences Czech Republic (AS CR), National Library (NL), National Library of Technology (NTK), the Council for Research, Development and Innovation (CRDI), Association of Libraries of Czech Universities (ALCU), etc. The Project plan and Project Charter were regularly discussed with the nominated representatives of the aforementioned organizations within narrower and broader working groups.

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[2] https://www.sscienceeurope.org/
[3] https://www.scienceeurope.org/wp-content/uploads/2018/9/Plan_S.pdf
[4] https://www.vyzkum.cz/FrontClanek.aspx?idsekce=851495&ad%1&attid=851502

On 29 January 2016, during the preparation of the project, the first Round table was held with the professional community, presenting and discussing individual basic parameters of the project – initial objectives, activities, schedule and funding sources. The Project plan was supported by all the representatives of the organizations mentioned above. The major concerns expressed by the experts included the project schedule, the need to organise public procurement procedures and the future sustainability of activities, more precisely further funding of EIRs from national funds.

On 18 July 2016, the second Round table with professional public was held, which confirmed the enormous interest of the professional community in the implementation of the project. At the meeting, it was agreed to shorten the originally planned five-year period of financial support from project funds for the acquisition of EIRs to three years (2018–2020), achieving a ratio of support to users' contribution which was similar to the aforementioned previous programmes of the MEYS. The support for the pilot testing of the centre's operation will continue until the end of 2022. It was also agreed that the ratio of support for ordinary EIRs will be at least 50%, and that increased support will be provided for databases and research assessment tools in order to encourage users to use them for the effective progress of research towards excellence.

On 26 July 2016, the CzechELib Project plan was approved by the 29th MEYS Management Meeting.

On 11 August 2016, the constituting Steering Committee of SIP CzechELib met, consisting of two representatives of the MEYS (sections I and III), two representatives of the target group (AS CR, higher education institutions) and a representative of the project contractor (NTK). The Steering Committee approved the Project Charter, and after the incorporation of comments it ordered its submission for approval to the MEYS Management Meeting.

To achieve the project objectives, it is imperative for these objectives to be in accordance with the interests of research organizations, as well as the interests of the guarantor of national RDI policy (RDI Council) and the interests of the provider of OP RDE financial support (MEYS).

2 PROJECT DEFINITION

2.1 Brief context before the realization stage of the project

The project is a direct response to the National RIS3 Strategy. In its Analytical Part "Uneven quality of public research", the National RIS3 Strategy states the importance of ensuring EIRs for the successful effort to attract researchers from abroad, which also depends on "ensuring a consistently stable funding of information resources." The Strategy states that the "access to scientific information in digital formats in the form of scientific databases and electronic scientific journals **represents a key prerequisite for high-quality research**".

In its Proposal Part 6.2 Research and Development, Key Area of Changes B, the Measure B.1.1: "To secure stable conditions for long-term development of high-quality research centres", requires **"Support of access to R&D information resources, scientific publications and data sources**

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(journals, e-books, bibliographic and scientometric databases, etc.), **including open access to the results** (repositories of data and information)".

The project also completes the development of the support of expensive EIRs purchased under a number of related MEYS programmes since 1997: LB (1997–1999; CZK 258.2 million), LI (2000–2003; CZK 613.9 million), 1N (2004–2008; CZK 612.9 million), VZ (2009–2012; CZK 511.0 million) and LR (2013–2017; CZK 1,253.3 million).

The gradual concentration of end users led to a decrease in the number of consortia, i.e. the beneficiaries, from 62 in 2000 to today's 18 consortia. The individual consortia service 5 to 78 organizations, 130 organizations in total, whom they provide with about 100 EIR collections. The identification of current problems and the proposal of solutions through the implementation of the project.

Problem:	Solution:
Fragmented inefficient negotiations, weakening of negotiating power	Concentration of negotiations in the hands of experienced professionals
Increased administrative costs	Economic integration of administration, elimination of processes and inventories repeated in each "consortium"
Inconsistent licensing conditions	Agreement on standardized favourable conditions (and their priorities) mandatory for all contracts
Different invoicing practices and payment dates	Unification of payment schedules
Ineffective management of large EIR portfolios	Creation of effective modern EIR management tools
Absence of consistent statistics concerning the use of EIRs and their interpretation	Unified administration and interpretation of statistics, pressure on suppliers to deliver statistics in a standard format
Absence of central support for bibliometric services	Establishment of a servicing centre
Absence of national representation for international negotiations	Creation and approval of national negotiating policy, establishment of institutional basis

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Absence of representation for negotiations with publishers about changes in the funding of access to EIRs from subscription to Open Access	Creation of high-level work group by CzechELib representing Czech Republic in negotiations with publishers [and relevant partners from EU for cooperation with] about golden access regime in accordance to „National strategy of open access to scientific information for years 2017-2020".[5]

2.2 Objectives

The overall objective of the project is to increase the efficiency and effectiveness of RDI in the Czech Republic through a systemic change in the manner of providing and enabling EIRs for RDI users, which will bring significant savings of public funds spent by users on related administrative activities. These activities will be assumed by the national licensing centre (hereinafter "CzechELib"), which will concentrate existing know-how into a professional team providing for all procurement (mapping of supply and demand, tenders, contractual arrangements, payments, user support, operational support, statistics, representation, etc.). Concentration of funds into a national centre will allow the achievement of more favourable contractual terms for the provision for Electronic Information Resources. Within the limits of the project, as a pilot test of CzechELib, funding will also be provided for the securing of access to EIRs for RDI in the Czech Republic. The project will significantly improve the information infrastructure of research financed from public funds, and consequently improve conditions to increase the productivity of RDI in the Czech Republic, as well as facilitate their reflection and evaluation at both the national level and the level of individual research institutions.

The operation of CzechELib will be pilot tested through the procurement of the EIRs for the institutions involved in CzechELib starting from 2018. The participation in CzechELib will be voluntary and it will provide the institutions that joined before the closing of contracts with the EIR providers with a financial subsidy from public funds. Seeing that CzechELib will take over a part of administrative burden linked to EIRs' acquisition, these member institutions will also benefit from more available time in which they can provide information support to their own target groups. The costs related to the provision and securing of EIRs will be covered partially by the institutions themselves and partially from the project budget. The co-funding from the EU funds will secure the maximum possible transparency as the EIRs' acquisition will be subject to strict rules of the operational programme whose observation is audited by numerous independent bodies. The substantial financial contribution on behalf of the RDI institutions

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[5] https://www.vyzkum.cz/FrontClanek.aspx?idsekce=851495&ad=1&attid=851502
Update for January 2020: In the year 2019 a "high-level work group by CzechELIB" was created according to measure No.9 of Action plan for implementation of National strategy of open access to scientific information for years 2017-2020. Within the fulfilment of measure No.9 the NTL, in cooperation with MEYS, is assigned to negotiations about publishing of scientific works of Czech authors in open access.
https://www.vyzkum.cz/FrontClanek.aspx?idsekce=876326&ad=1&attid=876344

themselves will, on the other hand, enforce efficiency and will enable them to be discerning when deciding about their needs.

The overall objective of the project will be achieved through following operational goals:

2.2.1 Improving the efficiency, stability and transparency of the EIRs provision for the RDI through its systemic centralization and institutionalization

CzechELib will achieve this goal through:

a) establishment and funding of the licensing centre CzechELib which will be integrated in the NTK and will centrally provide EIRs for RDI in the Czech Republic,

b) co-funding the securing of licenses for the access to the individual EIRs for a pilot assessment of the CzechELib functions. The project will still support the EIRs funding in the minimal level of 50 %. The level of support will be guaranteed at stable exchange rate and VAT tariff.[6]

The centralization will allow for the concentration of public funds used for the EIRs' acquisition, the unification of strategy at a national level and the achievement of high professional standards in acquisition and operation services. This will reinforce the Czech research institutions' position in negotiations with the publishers and exclusive suppliers of EIRs which will result in obtaining more advantageous conditions for the Czech Republic and considerable reduction of the administrative burden for individual member institutions.

The usage of the access to EIRs will be centrally monitored and analysed and will thus enable the optimization of expenditure allocation among various users (higher education institutions, AS CR institutes, major hospitals, major libraries and galleries, research institutes not affiliated with the AS CR, and further research organizations), both from the standpoint of the provider (who will be able to transparently evaluate the efficiency of the provided financial support), and from the perspective of individual member institutions in various sectors.

2.2.2 Improving the access conditions to EIRs and developing complex information support system

The newly established CzechELib structure will facilitate the access to EIRs in a technically simple and user-friendly[7] way. Besides the access to EIRs themselves, CzechELib will provide the following services:

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[6] Mentioned participation amount is valid for years 2018-2020, assuming that the exchange rate of Czech crown against foreign currencies to the date of 2nd January 2018 and the VAT rate under the License contract with EIRs providers will not increase by more than 10 %. If the combination of exchange rate and VAT rate will increase by more than 10 %, the Member institution acknowledges and explicitly agrees that support from CzechELib funds may not cover the supposed support according to art. 7.5., and that in such case the Member institution will cover the increased participation costs from its own funds even against lower percentage of support. In case of years 2021-2022 the participation amounts can be edited as a follow-up to new determination of financial support from national funds.

[7] User experience (UX) is a set of a website or application's qualities which affect the users' satisfaction. [1] It is a feeling that the user has when interacting with a website, i.e. the feeling of being "lost" or the feeling of a website living up to their expectations. The contents and the visual design of a website are important for a potential customer, but not as much as its comprehensibility and usability. These factors determine the quality of a customer journey and the tendency of a customer to return. It is always important to consider what service or

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1. collection of the participants' requests in regard to provision of EIRs,

2. collecting of the price quotes from EIR publishers or exclusive EIR suppliers,

3. assessment of the institutions' interest in EIRs after its quotation by EIR providers,

4. negotiation of the most advantageous terms of contracts, in compliance with set priorities,

5. execution of the purchase itself and its invoicing,

6. closing of the contractual relations and collection of member institutions' participation

7. revision handling (IP addresses, assignments and terminations, name changes, splitting and joining of titles),

8. collection and evaluation of statistics about the usage of resources;

9. provision of bibliometric services on demand of the user,

10. long-term archiving of purchased EIRs (in compliance with the contract terms) in case publishers cease to exist or function

11. information and reference support, education, educational seminars for the users, conferences with multinational attendance and more.

In the course of the last ten years' experience project target group has been accustomed to access EIRs mainly through their maternal institutions (institutional websites). Therefore, the building of software support in the first years of the project duration will focus on optimisation of the administration of EIRs which will, among others, make the creation of institutional websites easier. Only then will the access for the end users on CzechELib be enhanced by the creation of customised space (so-called MyCzechELib-type personalization) which will enable them to select EIRs according to their individual preferences.

2.2.3 Providing the assessment tools for the evaluation of the RDI sector results

The centralised access to bibliometric databases Web of Science and Scopus and their sophisticated analytical tools InCites and SciVal will enable us to collect information for strategic leadership and evaluation of the RDI sector, both on the national level (in synergy with the RDI Methodology 17+ which is being developed by the RDI Council, and the new RDI legislation), and at the level of individual institutions. CzechELib will also provide data and methodology support for execution of analyses.

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product does the website offer and what type of activity is expected from a customer. In efforts to improve the user experience we need to get to know our customers well, understand their needs and abilities and enable them to build an emotional connection towards a product or a service. It is therefore important to get to know our target audience and accommodate their expectations.
Quoted according to http://wiki.knihovna.cz/index.php/Uživatelská_přívětivost

2.2.4 Evaluating the opportunities for partnerships at national and international level

The establishment of CzechELib centre will create a space for dialogue about collaboration with other countries in a broad and international sense in the given field. The representatives of the CzechELib centre can officially speak for the Czech Republic in negotiations about cooperation with delegates of similar centres in other countries. In this way, detailed information about best international practices will be collected on a very detailed procedural level and subsequently implemented in the CzechELib operation.

2.2.5 Project management stages and key activities

Based on the PRINCE2® methodology, the project is divided into these basic stages:

No.	Stage name	From – to	Notes
1.	Project start	29 January 2016 – 31 December 2016	Preparation of the project, Charter, abridged Charter, approval of MS2014+ request, etc.
2.	Project setting	1 January 2017 – 31 December 2017	Creation of the centre incl. personal filling, setting of processes and methodologies, communication with target group and EIR providers
3.	Management of Project Delivery 1	1 January 2018 – 31 December 2020	Provision and access to EIRs supported from OP RDE
4.	Management of Project Delivery 2	1 January 2021 – 31 December 2022	Provision and access to EIRs supported from state budget
5.	Project finish	1 June 2022 – 31 December 2022	Project evaluation and presentation of reached goals
6.	Project settlement	1 January 2023 – 30 September 2023	Administrative closure of the project
7.	Evaluation of project benefits	January 2023 – end of OP RDE	Project evaluation and active sustainability of activities

OP RDE supports:	Only the functioning of CzechELib	Also, provision of EIRs

The project includes a total of 7 key activities:

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KA1 – Project management

The aim of this mandatory activity is to ensure all processes and activities associated with the management and administration of the project in its implementation stage, and with the management of its professional and administrative activities in accordance with the project application and support eligibility conditions under OP RDE according to the method PRINCE2®.

KA2 – Creation, operation and evaluation of CzechELib

The aim of this activity is to create organizational, staff, financial and legal conditions for the establishment of the CzechELib National Licensing Centre as an organizational unit of the National Library of Technology, and provide for its activities both during project implementation, as well as in the subsequent sustainability stage, and after this stage when it is no longer paid from project funds.

This activity will first involve a detailed analysis of the creation, functioning and provision for the individual activities of the CzechELib centre as defined in the project. This will result in concrete steps to establish the centre under the current strategy and existing conditions, its operation during the project implementation (funded from OP RDE project), in and after the sustainability period (subsequently paid from the state budget).

Subsequently, the centre will be established according to these steps as an organizational unit of NTK, which will require changes in the existing internal regulations of NTK. During the project implementation, the activities of the centre as a whole will be continually monitored and evaluated. In case of ascertained shortcomings or barriers changes necessary for the elimination will be carried out during operation.

Simultaneously, this key activity secures coordination of management of the technical part of the project, it will take part in presentation of the project realization description and its outputs at national and international events.

KA3 – Rules setting of the system, procurement procedures to provide for EIR licenses, and evaluation

The aim of this activity is primarily to create rules and methodologies for the selection of EIRs, distribution of support (whether OP RDE funds in the first three years of the project, i.e. 2018 to 2020, or subsequently state budget funds from the RDI budget chapter in the last two years of the project, i.e. 2021–2022, and in the sustainability period, i.e. 2023–2027 and beyond) and the framework conditions to negotiate license agreements and communication with EIR providers. Subsequently, the survey of interest of the institutions in individual EIRs, obtaining preliminary quotations from publishers and exclusive providers, assessing their acceptability by individual institutions given the set amount of co-funding, realization of purchase and ensuring of access to EIRs through public procurement and negotiation of the relevant contracts. CzechELib will negotiate tenders benefitting the member institutions

in the role of central contracting authority based on the Contract of centralized assigning signed with all member institutions.

CzechELib in cooperation with the Project Expert Council (see 3.16.6.) and EIR providers will build on the current activities in regard to the EIRs provision and will prepare a list of suggested EIRs with the price estimate for the subsequent negotiation period, i.e. for the whole duration of the project, with a possibility of early contract termination for both parties. The CzechELib member institutions will use this list to express their interest in EIRs; they will also be able to nominate EIRs, including the price estimates. CzechELib will then evaluate the list together with Project Expert Council and will, in compliance with the Methodology of EIR selection, decide on EIRs to which it will be ensuring access. After that the member institutions will confirm definitive binding demand, which will be confirmed through the signing of the Contract of securing and enabling of EIRs. The provision of EIRs will be contractually secured through public tenders. The EIR providers' contracts are following the laws of the country of origin of the publisher/exclusive provider and are predominantly written in the English language. The role of CzechELib, besides negotiating the price and its possible year-on-year increase, is to arrange further contract specifications, in particular: the control of the remote access via proxy, accessibility for "walk-in-users", permanent accessibility of EIRs, and others. One of the conditions of the contract with EIR provider is an annual payment for the access, due in the year of EIR's usage. With each user, CzechELib will close a Contract about the provision and access of EIRs according to Act no. 89/2012 Sb. (the Civil Code) with reference to the Act No. 121/2000 on Copyright and Rights Related to Copyright and on Amendment to Certain Acts (the Copyright Act), which oblige CzechELib to enable access to EIRs stated in the contracts and the user to follow the terms of use of CzechELib.

KA4 – Administration and management of the operation of the system of access to EIR and its evaluation

The aim of this activity is to ensure administration and management of "consortia" for thematic groups of purchased EIR, including provision of access, user support, and evaluation of the use and merits and individual EIR. A Project Specialist Council is established as part of the key activity, this being an advisory body in the provision of specialist opinions and standpoints of member institutions of the CzechELib consortia, in particular concerning issues of selection, securing, and provision of access to and management of EIR; in the determination of the direction and establishment of the EIR fund for the Research, Development and Innovation community; and recommendations relating to negotiation of transformation contracts and other tools for supporting publication in an Open Access regime. The activity also includes monitoring use of EIR.

KA5 – Provision of the technological needs of the centre's administration

The aim of the activity is to use the experience of the current fragmentary and mostly very simple and limited local systems to create a new, comprehensive and reliable information system. To acquire and administer EIRs, new software systems will be designed and developed,

which are necessary for effective administration of the collection of extensive EIR portfolios on one hand, and a large number of users on the other. The purpose of the development of these software systems is also to improve user experience.

KA6 – Project publicity, EIR promotion and CzechELib user support

The aim of the activity is to design, develop, and subsequently manage the project's website to provide information and user support. The website will provide information on national and international activities, the activities of the CzechELib centre in the administration of EIR portfolios and other activities. Thanks to the newly developed software systems it will provide functionality with added value through a number of new user support functions. It will also serve to promote and provide information about the CzechELib project and its results. For websites, all printed materials, presentations and promotion of the project, a uniform graphical style will be created, which will respect the requirements of OP RDE. Professional meetings and presentations, foreign business trips, etc. will be organized as part of the activity.

KA7 – Final evaluation and recommendations

The aim of this activity is overall evaluation of the functioning of the CzechELib centre, and the proposal of recommendations for its further activities as an organic part of NTK. If it is found to be appropriate, a set of recommendations will be created to modify the existing conditions and the strategy of the centre so that it can maximize the effectiveness of its operation. Evaluation will be made of both the functioning of the CzechELib processes within NTK, and its cooperation with users, as well as the potential adjustment of the NTK's relationship (legal arrangements, funding, etc.) with the founder.

2.3 Budget

Complete project budget valid to the date of Decision about granting of subsidy was 1 296 971 223,63 CZK. Complete project budget after the approval of its reduction by the session of MEYS management in October 2020 is 1 100 843 533,75 CZK. The structure of individual items is, during the time of project's realization, variable. Current composition of project budget can be found in MS 2014+. Current budget consists of these basic items: capital assets tangible, capital assets intangible, personal expenses including tax payments, travel expenses, non-investment tangible assets and material, non-investment intangible assets and services. The access procurement to EIRs is paid from the budget item services, originally it created around 90 % of the project budget and after its decrease it creates around 85 % of the project budget.

Budget valid to the day of issuing of Decision about subsidy provision (October 2020):

Budget item	Budget in CZK
Capital assets – tangible	3 015 191,74

Capital assets - intangible[8]	12 027 650,00
Personnel costs including charges	104 240 709,20
Travel expenses	3 413 663,18
Non-capital tangible assets and material	772 430,00
Non-capital intangible assets	157 350,00
Overhead costs	142 726,50
Services	977 073 813,13
Total expenditure	**1 100 843 533,75**

2.4 Outputs and results stage by stage

The project outcomes and results are tied to the conclusion of individual stages. The overall outcome of the project will be the creation of a stable and functional (in a long-term perspective) system of EIR provision for the RDI sector in the Czech Republic, both from a legal and financial point of view. One of the outcomes of each stage will also be its evaluation (i.e. evaluation report) and set of recommendations for the following stage.

2.4.1 Starting up the Project

"Starting up the project" stage can be dated back to January 29, 2016, to the period of project preparation, when the first roundtable with professional representatives was held during which the project outline was presented. Officially, it is dated to June 14, 2016, when Deputy Minister Plaga authorized the director of NTK in a letter to "officially launch the preparation of the SIP project proposal called National Licensing Centre for the Electronic Information Resources – CzechELib ". De facto, the stage started much earlier with analyses, presentations and discussions about the ideal structure of the project in the RDI community. This stage is financed neither from the project budget, nor from the MEYS budget.

2.4.2 Project Launch

The national licensing centre for the electronic information resources will be launched as a pilot test. All of its legal, staff and economic aspects will be secured, and it will be equipped with software and IT support in a way which will guarantee its long-term and functional existence.

2.4.3 Project Setting

In the "Project Setting" stage, the National Centre for Electronic Information Sources CzechELib was created as a part of organizational structure of NTK and workflow for all the centre's processes were set, the rules and methodology for the selection of EIRs were established, as well as the principles for the subsidy allocation and the framework for the negotiations for

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[8] Consisting of three programme modules designed for: (1) selection, (2) EIR commission and administration and (3) processing and analysing the EIR usage statistics and also of a publication and presentation system for the CzechELib website. . The Czech Republic will have the right of property for all the newly developed software in connection with CzechELib while NTK will have the right to use them, as well as the source code. Modules are defined as generalized software systems with extended presentation layer.

license contracts. All of these can be specified and optimised during the Management of Product Delivery stages 1 and 2.

By means of a public tender, new software systems will be designed and developed for the purpose of access acquisition and administration of EIRs. They are a prerequisite for the efficient management of the vast EIR portfolio on one hand, and numerous users on the other. The logic behind the development of these software systems is to improve the user interaction and minimize the workload of the administrators. Also, a new website will be created in order to provide information and user support. It will inform users about national and international events, activities of the CzechELib centre in regard to the portfolio management, and further activities. Thanks to the newly developed software systems, it will offer functionality as well as an added value of various new functions for user support. It will serve as a promotional and information platform about SIP CzechELib and its results. For the website, all printed material, presentations and promotion of the project in general, one unified graphic style following the visual identity of NTK and taking the OP RDE requirements into account will be created.

2.4.4 Management of Project Delivery 1 and 2

The stage Management of Project Delivery 1 differs from Management of Project Delivery 2 primarily in the fact that in its beginning, intensive negotiations about the EIR selection and consequent contracts with providers will take place; these are the so-called instigating activities (described in items 1. to 6. of the Chapter 2.2.2.), and operational activities (described in sections 7. – 11.) of the CzechELib. During these three years, payments for the access to the EIRs will be co-financed by the member institutions and subsidized from the OP RDE funds. In the course of this stage, some of the publishers are most likely going to change their subscription models into payments for article processing with consequent open access which will again necessitate intensive negotiations and possible changes in contracts.

During the stage Management of Product Delivery 2, funding will be obtained from the state budget; the transition from the subscription model to the model of processing the articles and subsequent open access will continue. At this stage, the delivery of "operational activities"(see above) will continue. The second year will be focused primarily on "instigating activities" again for the following contract period, which will overlap with the period of sustainability. The stage will end with the closing of the project, on 31 December 2022.

2.4.5 Project conclusion

In the stage "Project Conclusion" a set of recommendations about CzechELib will be issued for its founders as well as other authorised bodies, based on the analysis and evaluation of EIRs usage and funding. The goal is to secure the smooth operation of CzechELib after the completion of the project. It is expected that this stage will be financed from the MEYS budget.

2.5 Link to other projects and outputs

Relevant projects include both the project "Effective information services for public and State administration, reg. no. CZ.1.04/4.1.00/59.00019" (EFI) implemented by NTK in 2011–2014,

and also programmes to support the acquisition of EIRs announced by the MEYS in 1996–2017.

Significant support for the preparation of the CzechELib project was provided by report output 1.2.4 of the EFI project "Implementation of a unified system for the planning of EIR purchases for the Czech Republic". It is mainly an analytical document that maps the environment for the acquisition of EIRs for RDI in both the Czech Republic and abroad. It describes models for the acquisition and access to EIRs in Finland, Norway, Great Britain, the Netherlands and Slovakia. It also included a proposal for a model of a centre providing for RDI EIRs in the Czech Republic. The final version of this study of the EFI project was approved on 19 December 2012. In cooperation with universities and the Academy of Sciences, the proposal has gone through many changes since that date, arriving in the form in which it is now being prepared for implementation. Supporting materials that NTK subsequently developed constitute another significant elaboration and revision of the original study.

The proposed project also builds on the "consortia" in the programmes LR (MEYS) and OP RDI 4.3, and also on the WoS consortium organized by the Library of the Academy of Sciences (purposefully financed from the budget of the AS CR). These programmes were preceded by the MEYS programmes to support the acquisition of EIRs: LR (2013–2017), VZ (2009–2012), 1N (2004–2008), LI (2000–2003), LB (1997–1999).

As far as the project team members know, there are no written methodologies and rules that would have been created in these projects and would thus usable in the present project. The methodologies and rules must therefore be newly created drawing on (a) experience of the members of the Expert Group, and (b) foreign models.

2.6   The co-funding of EIRs from the users

The co-funding of the costs for the purchase of EIRs from the project budget is set to be partial and it accounts for at least 50 % of the overall price. The rest will be financed through subsidies of member institutions.

Three types of subjects will be involved in contracts ensuring the access to EIRs and financial transactions associated with the EIRs purchase in CzechELib:

1.   participating and member institutions,

2.   National Library of Technology,

3.   EIR license publishers and exclusive providers.

The info graphics of the mechanism is attached to the proposal (Attachment 3). The EIR provider issues an invoice to the NTK for the full EIR commission price. The NTK divides the invoice internally into two parts, the first is reimbursed by the member institutions and the second is covered from the CzechELib project budget. The financial resources associated with individual member institutions will be re-invoiced according to the orders of member institutions according to the extent of their access. This way NTK will collect financial subsidy for the rest of the

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funding of the access to EIRs. The acquired finances, alongside the support, will be used to reimburse the overall publishers' costs.

2.7 EIRs contracting

As stated in the description of KA3, the access to the EIRs will be guaranteed by means of three types of contracts:

1.   The Contract of centralized assigning which adjusts two-way rights and duties between NTK, in the role of central contracting authority, and the member institution as a contract owner. Through this contract the member institutions delegate NTK to realize invitations to tender, in which the services will be acquired and then will be ceded to member institutions for a price not higher than the acquisition price.

2.   "License" contract between the EIR provider and NTK which will, among others, include an attachment stating the list of requested EIRs and the list of the member institutions allowed to use these resources.

3.   "User" contract about provision and access to the EIRs between the member institution and CzechELib (i.e. NTK) which will, among others, include a list of EIRs requested by the user and the prices of EIRs, in the attachment. This contract is preceded by the Contract of centralized assigning, which will allow for realization of the tender for requested EIRs. Indicative prices of EIRs are a part of this contract.

2.8 Scope and exclusions

The global objective of the project is to increase the efficiency and effectiveness of RDI in the Czech Republic while saving public funds through the creation of CzechELib, the national centre for electronic information resources.

The project scope includes two major areas:

1.   Creation of the national centre, its optimization and evaluation. This area includes in particular the creation of legal, economic and administrative rules and conditions for the functioning of the centre, its actual creation by creating job positions and modifying the organizational structure of NTK, including the setting of rules of functioning, and development of the relevant documents. Acquisition and administration of EIRs, including the collection of data on their utilisation, and user support. This area includes, in particular, the creation of methodologies and procedures for the selection of EIRs, the creation of methodologies and rules for contracts with suppliers, and the creation of methodologies for the distribution of support. This will be followed by a qualified survey of interest in specific EIRs, including a commitment to financial participation of member institutions, and the creation and negotiation of contracts between NTK and member institutions. Based on the results of surveyed and confirmed interest, this is followed by the negotiation of contracts between EIR providers and NTK, setting the rules and making payments accordingly, the collection of EIR utilisation statistics and their evaluation.

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2.   During the project's running it is possible to add both new member institutions and new EIRs according to the project rules and the bill 134/2016 Coll., Act on Public Procurement. Financial support for the purchase of "standard EIRs", i.e. e-journals, e-books, factual and other specialty databases, should exceed 50 %; the support for citation databases Web of Science and Scopus and possibly analytical tools InCites and SciVal should be at least 70 %. The amount of mentioned support is valid by stable exchange rate of Czech crown and stable VAT rate.

During the project implementation, it will be necessary to ensure methodical preparation for the transition to an open access model, and the negotiation of new or amendment of existing contracts. Furthermore, it involves the creation of supporting software and its continuous innovation, and the creation, filling and continuous update of the website. It will also include the creation of all necessary documents.

Throughout the project, the activities of CzechELib will be monitored and optimized and a set of recommendations for the sustainability period will be created.

The area of support from OP RDE excludes the creation of electronic documents, whether directly or by digitizing printed materials, creation of educational materials, e-learning support, etc., of course with the exception of project documentation, instructional, educational and promotional materials. The area of support also excludes the costs in the project sustainability period to provide for the EIRs supported from the OP RDI, or sustainability costs of the project Effective information services for public and State administration, supported from the OP HRE, or the costs associated with the preparation of the National Strategy of Open Access to Scientific Information 2017–2020.

2.9   Limitations and assumptions

Procedural constraints that may significantly affect the project include public procurement for EIRs, and partly also for the supporting software for the selection, the acquisition and administration of EIRs. Another factor is the provision for human resources and technical needs. No legislative and factual barriers to the start of the project have been identified.

2.10 Users and other stakeholder groups

The target group of the project's output is a wide group of workers (employees, students or other people associated with the organization) of research institutions according to the resolution (EU resolution No. 651/2014, article 2 point 83), public research institutions, public and state universities, RDI public administration employees (especially the Office of the Government/CRDI, MEYS, GACR etc.) and also the professional public. The professional public is defined as institutions that meet the definition of OP RDI appeal No. 02_16_040 – Strategic management of RDI on a national level I, which means representatives of public technical and specialised libraries, whose main activity is the provision of library services on a national level according to the specific legislation, bill no. 257/2001 Coll., of libraries and conditions of operating public library and information services (library law), as amended by following regulations. The end user (contractually bound to CzechELib) are the above-mentioned institutions.

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3   PROJECT PROPOSAL AND COMPULSORY DOCUMENTATION

3.1   Solution options

The solution options were provided in the study "Implementation of a unified system for the planning of EIR purchases for the Czech Republic" conducted under the project "Effective information services for public and State administration", reg. no. CZ.1.04/4.1.00/59.00019" (EFI) which was implemented by NTK in 2011–2014[9].

European systems are either state-wide or limited to a region or a type of institution; in the countries of the size of the Czech Republic, central models are more common (e.g. in Finland, Norway, the Netherlands), while in larger countries more than one centre can usually be found (Germany, UK, Spain, and others). In general terms, they were either established "from above" (by ministries of "science and education") or "from below" (by users themselves). They differ in the type of provided financial support: in some cases both the centre and the purchase of EIRs are financed from public funds (Finland, Slovakia, Slovenia), in others, only the centre is supported from the state budget (Norway, UK), and finally there are centres with no financial contributions from public funds (the Netherlands). The centres are usually integrated into, and make use of, technical support of a major institution (the National Library of Finland, University of Oslo, Max Planck Gesellschaft, Surf – the Netherlands). Several years of preparation preceded their establishment, usually with the assistance of a relevant ministry or an organisation in charge of providing support to research and education.

For the Czech Republic, a central model including the financial support for both the centre and the purchase of EIRs, was chosen. Only in 2015, during the period of its preparation, did the project, originally initiated from below, gain active support by the MEYS. The chosen solution, however demanding for the NTK, has a clear advantage in its focused delegation of authority. It will, however, require political, material and financial support of its founders during project implementation, in the sustainability period and in future operation.

3.2   Expected benefits

Qualitative benefits of the CzechELib project implementation:

- reduction of administrative tasks for institutions which are currently gathered in consortia or organised the consortia – substantial simplification, saving of time and staff time;

- improvement in user experience and service quality – all information about EIRs gathered on a simple, centralised platform/portal, more accessible availability of EIRs;

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[9] http://repozitar.techlib.cz/record/646/files/idr-646_1.pdf

- provision of support in securing continually updated localised portals for accessing EIRs in individual member institutions;

- procuring long-term stability in EIR funding and consolidation of cash flows – definite setting of the basic information infrastructure for RDI, one agency for various ways of EIR funding;

- periodic monitoring and evaluation of the EIR usage – centralised statistics of EIR usage co-financed from the project budget and eventually from public funds;

- simplification of the supervision of public funds expenditure – statistics and record keeping by the same institution;

- creation of high-level purchase and expert solutions on a central level – existence of experts in the field of EIRs provision, unification of currently fragmented experience in various institutions who do not collaborate often;

- possible involvement in international activities – opportunity for more efficient negotiations as a result of international collaboration;

- raising the awareness of the EIR usage in the Czech Republic – especially among the students of secondary schools, universities, and the public;

- providing expert consultations and training to other subjects in state administration – transferring the experience necessary for individual purchase of EIRs, which were not part of the central acquisition (because they are extremely specialized or because of a small budget);

- optimizing of the EIR portfolio which is co-financed from the project budget through the mechanism of self-regulation because of the financial participation of institutions;

- reconciliation of the currently uneven and unbalanced conditions for obtaining public-money support.

3.3 Measurability of individual outputs

- Involvement of the RDI community in the project: at least 73 potential users – research organisations under the Act 130/2002 Coll., will take advantage of the support.

- Reduction of commissions from the Czech Republic (elimination of duplications, reduction of administrative burden): reduction estimate is approx. 20 %.

- Consolidation of the system of subsidy allocation from a project (elimination of funds shortfall – see 2009 and 2013 funding gap): yes-no.

- Consolidation of contract terms: the current contracts include different conditions regarding EIRs' accessibility, possibility of sharing, the right to permanent storage, the right to extract etc. A priority list of conditions will be made and it will, according to

the circumstances and in regard to the price impact, be enforced by the negotiators into every contract. Although it will not be possible to consolidate countless sets of conditions from various contracts into one model, the reduction of varieties should be measurable after the analysis of the current contracts in the Initiating the project stage and after new contracts are closed.

3.4 List of Main Outputs

Detailed and complete list of outputs and results can be found in Attachment No. 2 Support requests – summary of key outputs for fulfilment of SIP RD project indicators. Indicators have set deadlines and have direct prolink to below mentioned outputs.

3.4.1 Legal

- Contract of centralized assigning

- Contract of securing and enabling of EIRs

- Standard license contract

- Proposal to change the legal status of NTK or another solution to ensure proper legal ability to maintain salary levels for CzechELib staff after the project funding ends.

3.4.2 Organisational

- List of participating and member institutions

- List of supported EIRs

- Methodology for EIR selection

- Methodology (i.e. transparent means) to determine the amount of co-funding for quotation databases and analytical tools and for all other EIR types

- Methodology for license negotiations

- Methodology to evaluate user statistics (EIR utilization efficiency)

- Reporting methodology: Interim annual reports on EIR utilisation and its effectiveness.

3.4.3 Technical

- System for EIRs management and records keeping

- Statistical and analytical system for EIRs

- System for selection and acquisition of EIRs

- CzechELib website

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3.5 Knowledge required for the project implementation and for delivery of outputs

An appropriately staffed Administrative and Technical Team including the Chief Project Manager as well as the Expert Team must be in place for the successful implementation and the delivery of the planned project outputs.

Members of the Administrative and Technical Team, depending on their individual roles, are required to show:

- University degree (requirement for chief project manager) or secondary education;

- Experience in project management;

- Proven experience in management and in the financial aspect of EU structural funds

- a requirement for the Chief Project Manager - PRINCE2® Practitioner certificate and knowledge of English at least on B2 level

Members of the Expert Team must have a university education[10] and a high level of English; not required for team members not on leading positions. Each member of the Expert team, according to their specialization, must have the expertise, experience and professional competence in the assigned areas, so the team can overall show especially:

- Experience with managing a team of workers, managerial skills;
- Experience in project management of EIR consortia;

- Broad overview of the EIR field and EIR use in a wide range of users' contexts for all research institutions in the Czech Republic;

- Long-term experience in negotiating with Czech and, more importantly, foreign business partners;

- Knowledge of the intensive process of acquisition, contractual licensing assurance, purchasing and management of EIR;

- Profound knowledge of the users' interface to ensure quality publicity for the project, targeted feedback flow of information between the Centre and the user, regular organization and preparation of specific content for seminars and conferences on a given topic and all web management and user communications support;

- Knowledge of basic management methodologies for software development and evaluation of software tools that will be developed as part of the project. Ability to critically

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[10] Exceptionally, in properly legitimized cases and together with the approval of the Steering committee, a leading member of the Expert Investigation Team without university education must have verifiable experience in given field.

evaluate them. Knowledge of process analysis and modelling. Knowledge of information systems operation, so-called "sizing" and software architecture. Ability to store created data in a structured way;

- Knowledge of software needs to support users, i.e. orientation in the field of operating and other systems, defining a backup methodology and its management;

- Knowledge of economical and accounting procedures, knowledge of the VAT matters, property evidence, etc.

3.6 Documentation subjected to approval by Steering Committee

In this category falls: Project charter, Risk management strategy, Quality management strategy, Communication management strategy, Project plan (Project budget, Product breakdown, Project phase schedule, Gantt chart, Project controls plan by CPM, Project benefits measurement plan).

Other documents subjected to approval: Report of realization and Payment request including all materials presented by MB of OP RDE and Change report (for needs of change control) with possible relevant documents related to the change and which are presented to the MB of OP RDE within the boundaries of change control. Lastly PSC approves of the Situation report before submitting it to Managerial meeting of MEYS.

3.7 Expected threats

- At the moment, the acquisition, commission and administration of EIRs is usually not included in the job description of employees who execute these tasks in each of the 18 "consortia". Other necessary services (such as legal, economic, IT and others) are included in the overheads of the respective departments and institutions. The overall cost of the current EIR provision is therefore difficult to estimate, as opposed to the transparent CzechELib expenditure.

- Consolidation of the allocated financial support regardless of the discipline will, for some institutions, bring a severe increase of the co-funding (while for many others it will mean its considerable reduction).

- It is expected that there will be a permanent commitment from the government to co-finance the EIR-infrastructure from the state budget, i.e. that it will be possible to renew the financial support for the key EIRs from 2020 and the running of CzechELib centre in the sustainability period and in the period after 2022, from the budget allocated for the support of RDI.

3.8 Timeline

| Q 1 2017 | Project launch. |

Q 4 2018	Development of system for the commission, procurement, administration and evaluation of EIRs.
2017 and 2018	Development of the methodology for management, workflow, cash flow, negotiating the strategy of EIR commission.
Q 2 – 3, 2017	Web development and implementation of functionalities.
2018, 2019, 2020	Signing contracts with local and international EIR providers.
2017, 2018, 2019	Purchase/Provision of EIRs for project users.
2020	Negotiations of the EIR purchase conditions for the following period, possible gradual transfer to OA.
2021–2022	Running the centre, possible further transitions to OA, evaluations, recommendations for the future operation of the centre.
2022	Negotiations of the EIR purchase conditions for the following period.
Q 4, 2022	Project conclusion.
Q 1, 2022 – until the end of the OP RDE	Evaluation of CzechELib's benefits and operation.

3.9 Expected public tenders

Expected, realized, cancelled and finished tenders are documented in the tender module MS2014+. Public tenders realized by the project are focused especially on EIRs. Further realized tenders are for legal services, publicity, securing of software and hardware for the project, activities' sustainability analyses (i.e. accounting and tax procedures), EIR funding from state budget, etc.

3.10 Main risks

Below mentioned risks were valid during the request for support approval. Project updates risks in the risk registry each year and submits it to the Project Steering Committee.

No.		Title – Description - Measures	Significance Probability Impact
1.	Title	**Time-consuming administration of public procurement according to regulations of MEYS within MEYS departments.**	**25**
	Desc.	A number of smaller and larger public procurement tenders will be conducted in 2017 that, if delayed or not completed, could impact the project schedule and delivery of individual project stages.	5
	Measures	Adoption of such exceptional measures at MEYS that will enable initiation of the tenders within the required deadlines. Flawlessly prepared tenders' documentation.	5
2.	Title	**Complexity of public procurement (PP)**	**20**

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	Desc.	As the experience from the previous programming period shows, the public procurement agenda is known to be complicated and problematic. The risk of incorrect procedure during the procurement process taken by the contractor is relatively high. In the case of tenders with such specific focus as is in this project (for most EIRs there is only one supplier that is their publisher) the risk is even higher. It is possible to significantly decrease the risk by provision of external legal supervision over the entire process and the relevant documentation.	5
	Measures	Securing external service (legal supervision) providing oversight of the entire process, advance planning for sufficient funds for this service, perfectly prepared tender documentations.	4
3.	Title	**Delayed start of project implementation**	**10 to 20**
	Desc.	A significant majority of licenses for access to EIRs contracted under the current decentralized model are only valid until the end of 2017. It is therefore necessary to secure new licenses during 2017. For that, not only does a functional national licensing centre need to be created but also new licenses from publishers have to be acquired in the course of year 2017.	5
	Measures	The maximum possible shortening of deadlines for communication with the community, intensive involvement of the expert group. Direct accelerated appointment of the Expert Council by its chairman for the first phase of the project. Possible launch of some activities that do not explicitly require costs prior to the project commencement.	2 to 4 depending on the delay
4.	Title	**Failure to meet the objectives of the project by the end date of its implementation**	**9–15**
	Desc.	It is not possible to rule out a situation in the course of the project in which the necessary changes to the project will not be compatible with its approved version. An important factor could be a transformation of the business model for e-journals to Gold Open Access.	3
	Measures	The risk is partially eliminated by shortening of the OP RDE-subsidized period to three years (a shorter time-frame allows greater flexibility to respond to the situation).	3–5
5.	Title	**Sustainability of the project after the end of the funding period from OP RDE**	**15**
	Desc.	There is a risk that the MEYS will not ensure sufficient number of staff with appropriate salary funds for a part of employees operating the CzechELib.	3
	Measures	Support will continue to be provided from the national sources, at least for the operation of the national centre and possibly also for purchase of EIRs, after the end of the support provided from the OP RDE.	5
6.	Title	**Decision by the government to not provide support from the SB after the end of support from OP RDE.**	**10**
	Desc.	There is a risk that the concerted efforts of the MEYS, CRC, CHEI and AS CR fail to persuade CRDI to renew the support of EIR from the RDI budget as of the beginning of 2020. There is a danger of a major exodus of the CzechELib users if funding is not provided for the purchase of EIR, after the end of support from OP RDE.	2
	Measures	1. CzechELib will provide materials for intensive lobbying at the government level. 2. The quality of its services will persuade the CzechELib users to remain even under these conditions.	5
7.	Title	**A closure of the software supplier**	**9**

	Desc.	It is not possible to rule out that the company producing and maintaining the ordered software will not close.	3
	Measures	The software will be mandatorily produced as open and documented code; functionality will be divided into separate, independent applications.	3
8.	**Title**	**Housing of CzechELib in NTK**	**8**
	Desc.	There is currently no space available in NTK for about 20 employees of the CzechELib centre.	4
	Measures	The situation could improve through integration of the Central Library of CTU in the same way as the UCTP and IOCB libraries. Recruitment of a significant number of experts from the beneficiary's current staff (who already have their own space), alternatively, recruitment of staff already located in the Dejvice campus (who have their own space, within walking distance to the team meetings). Use of teleconferencing for communicating with distant team members.	2
9.	**Title**	**Funding of the EIR purchase on the national level from the SB will not be secured or will be provided to a limited extent.**	**8**
	Desc.	There is a risk that the state budget will not allocate sufficient funds for the purchase of EIR.	2
	Measures	In preparation of mid-term budget in 2017, CzechELib will ask the MEYS to request from CRDI a renewal of support for EIR acquisition from 2020. At the same time CzechELib will ask the representative bodies of universities (CRC, CHEI) and the representation of AS CR for support of this request.	4
10.	**Title**	**Staffing of the licensing centre – project management.**	**6–8**
	Desc.	Taking into account the need for a specific qualification of the Chief Project Manager and the project team members, it is possible that they will not be recruited in time.	2
	Measures	Identification of potential expert employed and their contacting began in Q3 2016. An adequate amount of planned salaries costs will increase recruitment success.	3–4
11.	**Title**	**Staffing of the licensing centre – experts**	**6–8**
	Desc.	With regard to the need for high-level and specific qualification of the experts of the CzechELib national licensing centre it is possible that they will not be recruited in time and in sufficient numbers.	2
	Measures	Identification of potential expert employees and their contacting began in Q3 2016. An adequate amount of planned salary costs will increase recruitment success.	3–4
12.	**Title**	**Failure to ensure transition of current experts who already have experience negotiating licensing and pricing of EIR to the central organization.**	**6–8**
	Desc.	There is a risk that experts in negotiating licenses and prices of EIR (especially leaders of consortia within the implementation of MEYS support programs) will not be interested in working within the central organization or that these experts will not be addressed.	2
	Measures	Identification of potential expert employees and their contacting began in Q3 2016. An adequate amount of planned salary costs will increase recruitment success.	3–4
13.	**Title**	**Hardware failure during the project implementation**	**6**
	Desc.	Failure of common hardware cannot be ruled out.	2
	Measures	Sufficient resources for replacement of consumer hardware will be allocated. Contractual security guarantees will be secured for so called enterprise hardware for the duration of the project sustainability period.	3

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14.	Title	**Sustainability and data security**	**4**
	Desc.	Given that the data will contain sensitive information such as pricing and contract terms it is essential to ensure their security.	1
	Measures	The risk is eliminated by the fact that the software will run in a local installation, not as SaaS.	4
15.	Title	**Lack of willingness of the EIR users to use the licensing centre CzechELib**	**1–4**
	Desc.	A risk exists that some of the potential participants will purchase EIR independently from their own budgets, or due to the required cost of participation will seek other sources for funding of EIR purchases. This would subsequently lead to fragmentation of the portfolio of EIR.	1
	Measures	The amount of funding is a key for attraction of institutions. The risk is significantly reduced by the shortening of the pilot period – a reasonably low cost of participation. During the period of funding of EIR from the SB their willingness to participate will depend on the amount of support, and to continue during the sustainability period and after.	1 (in MP1) 2-4 (in MP2 – depending on the amount of finance)
16.	Title	**Hardware will not cope with the traffic**	**3**
	Desc.	Hardware is designed for high utilization, but in the case of an over-achievement of the project objectives, its capacity could be temporarily exceeded.	1
	Measures	Hardware solution will take the peak utilization into account. Appropriately substantial hardware will be purchased.	3
17.	Title	**Establishment of an alternative institution aimed at central purchase of EIRs in the Czech Republic, decentralization of the system.**	**1**
	Desc.	A risk exists that some organizations might establish an alternative association to purchase EIRs.	1
	Measures	The amount of funding is a key for attraction of institutions. An alternative association without the support does not make sense and is not appealing. Quality of CzechELib services will convince users to participate in the project.	1

3.11 Expectations of MEYS for quality

All NTK outcomes must be based on valid legislation and internal norms of MEYS. Due to the nature of the project (NTK will be the sole beneficiary without the involvement of partner organisations) these norms will fully apply to the processes and outcomes of the project. Given the assumption that the outputs of the project, once discussed and accepted, will become an integral part of project sustainability, it is an imperative that the outputs meet given or established quality standards at the appropriate level.

3.12 Approval criteria

The final outputs must fulfil the approval criteria in front of the Project Steering Committee. This step will be preceded by the checking of the approval criteria by the Expert Project Council. Each specific project output will be assigned the following internal parameters of approval:

- Deadline (including possible tolerance time – time reserve)

- Personal responsibility (managerial and expert guarantee)
- Range (measurable value and method of its measurement)
- Quality (a list of generally assessable and traceable criteria and characteristics in the following categories: Must have, Should have, Could-have, Will not have)

The parameters of each key output and internal project milestones will be monitored by the Project Manager and the Expert Team. Implementation of each project output falls under the responsibility of a particular Expert Guarantor, whose positive statement will be an integral part of the approval process within the project.

3.13 Approval process

As part of the approval process of achievement of the partial and main project outcomes, responsibility for handover and receipt of each individual output will be defined for each object of approval. A record will be made of each individual approval, which will be signed by authorized persons. Approval will then be discussed by the Project Managers. It is expected that the guarantor of the relevant key activity will issue a confirmation. In case of major outputs the confirmation will be issued by the CzechELib Director. Furthermore, an Expert Council - an internal group composed of external experts in various fields will be involved as part of the project management. Outcomes (documentation and records) will be submitted to the Project Steering Committee that will approve them or return for completion. Once approved by the Project Steering Committee outputs can be submitted to the managing authority of OP RDE for approval as part of monitoring reports. It is then possible to calculate the cost of their sustainability. Output approval must be stated in the minutes of the Project Steering Committee.

3.14 Tolerance at the project level

The project will include a detailed timetable broken down to calendar weeks. The schedule will be marked by milestones - at the level of some of the major outputs of the project as a minimum - with links to the various activities necessary for their fulfilment. A critical path will be defined and the Project Steering Committee will create a system of time reserves (taking into account risks linked to individual actions, their likelihood, significance and impact) that will be included in the schedule in the form of set tolerance time.

There is a certain tolerance for the delay in the project commencement. The optimal date for launch is October 1, 2016; while tolerable delay is until December 1, 2016. For the project completion date December 31, 2022, there is zero tolerance of a delay. Acceptable tolerance in the budget is set to CZK 5 million for under-spending of funds. Overspending is not permitted. Tolerance in the project quality is acceptable if bibliometric support by the participating institutions is not created due to lack of interest.

3.15 Sustainability of project outputs and implementation team

Sustainability of the project will be addressed to at least the following extent:

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- definition and description of activities and outputs that will be maintained as part of activity of a relevant section of MEYS/Other MEYS-managed organisation in the period after the implementation of the project;

- definition of the approach for maintenance of activities and outputs after the project completion; each stage of the project will be evaluated and concrete legal, economic, personnel and technical recommendations for the successful operation of CzechELib after the end of the project will be drawn up towards the end of the project;

- definition and description of the sustainability of the project team;

- definition of financial needs for the sustainability period;

- definition of responsibility for its implementation.

After the project completion, CzechELib will provide the participating institutions, as well as the project contractor with reliable information about the degree of utilization of purchased EIR. CzechELib will also secure significantly improved user experience for the participating institutions as well as the target group. To ensure the functionality of CzechELib the costs of its operation and further development reaching single-digit millions CZK annually must be covered. Securing the project team for the smooth completion of the project is also vital.

There are several possible scenarios following the project completion:

- The Finnish model - the state will continue to financially support the purchase of EIR (hundreds of millions of CZK per year) as well as operation of CzechELib (about 16 million CZK annually). This scenario would completely fulfil the National RIS3 strategy and would undoubtedly be welcomed by the RDI community.

- The Norwegian model - the state decides to no longer financially support the purchase of EIR but retains operational support of EIR administration. This scenario is not inconsistent with the National RIS3 strategy; however, it would certainly cause dissatisfaction and efforts to seek other sources for individual purchase of EIR. Research operation without EIR is inconceivable, but at a significant level of financial efficiency of RDI institutions imaginable.

- The Dutch model - the state will support neither EIR purchase nor operation of the CzechELib centre. There is a reasonable concern that this scenario could lead to the collapse of laboriously built and optimized centre and all the invested funding could be subsequently regarded as ineligible by the Supreme Audit Office. Such a situation would bring NTK to liquidation - see chapter 3.7 Main Risks.

Estimates of the necessary costs for the operation of CzechELib for the sustainability period of 5 years is shown in the Table below. These costs should be borne by the founder of NTK. (Note: the costs are calculated in 2016 prices and salaries) The Table **does not** include the costs of support for the acquisition of resources, which are expected to be covered from the state budget, chapter RDI support.

Budget item	Budget in CZK
Total expenditure	**88 146 611 Kč**
Capital assets – tangible	3 050 000 Kč
Capital assets – intangible	3 645 125 Kč
Personnel expenditure including charges	66 070 744 Kč
Travel expenses	4 360 800 Kč
Non-capital tangible assets and material	550 200 Kč
Non-capital intangible assets	97 500 Kč
Local office	3 002 192 Kč
Purchase of services **(excluding EIRs)**	7 370 050 Kč

3.16 The structure of the project management team

3.16.1 Project Steering Committee

The project Steering Committee has 6 members, including representatives of MEYS (Sections I and III), the target group (AS CR and universities) and the project leader (2 representatives of NTK). All members of the Steering committee with the voting right have equal voting right with the exception of the NTK representative in the role of sponsor who possesses so-called decisive vote (power of veto). NTK representative in the supplier role does not have a voting right. The Steering Committee has its statutory and procedural code.

3.16.2 Project Supervisory body

The Project Supervisory body supervises the project implementation, and is accountable to the Project Steering Committee, for which it also serves as the administrative office. Project supervision is performed by one delegated person from Dpt. 3 of MEYS.

3.16.3 Chief Project Manager

The Chief Project Manager is accountable to Project Steering Committee. CPM is responsible for day-to-day activities (as part of the direct project and team management) leading to the handover of agreed outcomes in the planned time, budget and quality. In the Project planning stage CPM prepares the Project settings documentation. Continuously throughout the project, CPM analyses risks, plans their mitigation, and ensures implementation of the mitigation measures; checks the ongoing project against the Project Charter and assesses whether the project continues to run in line with the Charter. Submits all necessary project changes which are beyond his/her decision-making power to the Project Steering Committee together with a proposal of solution. The CPM is directly responsible for managing individual team members, assigning tasks and performance monitoring. CPM is also responsible for accurate and complete reporting in accordance with the regulations of the operational program.

3.16.4 Director of CzechELib

The Director of CzechELib manages the CzechELib Department, and communicates with guarantors of individual key activities, the Chair of the Project Specialist Council, and the Director of the Czech National Library of Technology.

3.16.5 Administrative and Technical Team

Ensures personnel, legislative and financial support for the project, as well as activities associated with monitoring reports and requests for payment from OP RDE.

3.16.6 Project Expert Council

A wider group of experts, who provide continuous commentary on the status of performance of individual outputs, in such manner as to meet the requirements of the contracting authority and also the target group, in particular concerning issues of selection, securing, and provision of access to and management of EIR; in the determination of the direction and establishment of the EIR fund; and recommendations relating to negotiation of transformation contracts and other tools for supporting publication in an Open Access regime.

3.16.7 Guarantors of Key Activities

Experts coordinating the work of specialists in the relevant key activity.

3.16.8 Specialist Team and Experts

Specialist team and experts will work on the fulfilment of project objectives.

3.16.9 Project management diagram

Activity guarantors, even when working outside of CzechELib department, will still be meeting CPM at project teams, The director of department 7 CzechELib then at the college of the NTK director with their superiors within the framework of NTK's organizational structure. CPM is responsible for managing and supervision of project activities project management-side which cuts across the NTK units. Directors of individual units are responsible for achieving agendas (unit director of Department 7 CzechELib is the director of CzechELib) belonging to given units. In case the activity guarantor isn't the supervisor of a unit, the supervisor is continuously informed about the project state and the tasks based on project activities. CPM thus communicates, assigns tasks and controls performance of staff contractually bound to project, and he does so always with the approval of a superior according to the NTK organizational structure. Managerial bonus belongs to employees who are, under their contract, hierarchically superior to other members of the project team, who are, under the project proceedings, his subordinates.
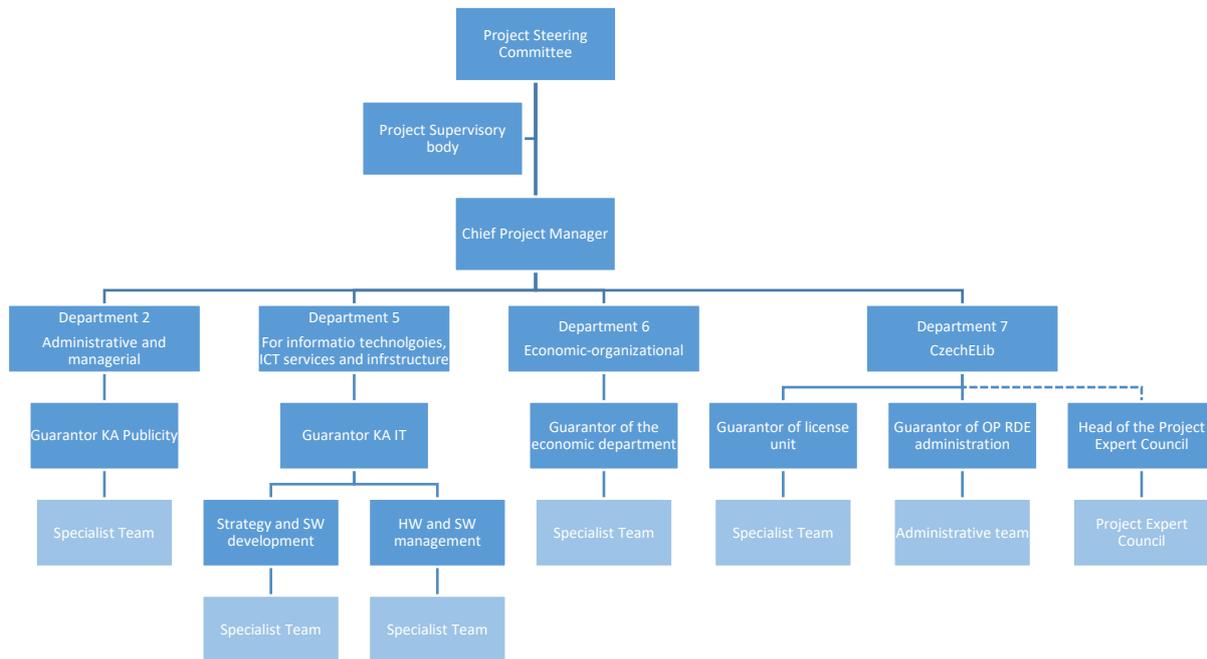
3.17 Description of realization team's roles

Current description of realization team's individual members' roles appears in MS2014+, in the "Realization team" document. Text of the following chapter is valid at the end of Q 2 2018 when it was updated through Change report No. 19.

Role		Subordination
Responsibility	**Authority**	
Chief Project Manager (CPM), a key member of the project team.		**PSC**
• Responsible for the successful implementation of the project as a whole • Responsible for accuracy of monitoring reports and changes to the project. • Responsible for management of individual team members, assigning tasks and monitoring of their implementation, but also for the accurate and complete reporting in line with the rules of OP RDE.	• Manages and leads the project team. Is accountable to PSC for the day to day activity of the project team leading to the handover of the agreed outcomes within the planned time, budget and quality. • Continuously throughout the project analyses risks, plans their mitigation, and ensures implementation of the mitigation measures; checks the ongoing project against the Project Charter (full version) and assesses whether the project continues to run in line with the Charter. • Submits all necessary project changes, which are beyond his/her decision-making power, to the PSC (including proposal of a solution). CPM is directly accountable to the NTK Director.	

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Role		Subordination
Responsibility	**Authority**	
• Responsible for submission of evaluation reports to PSC after each project stage and for the implementation of recommendations that arise from them.	• Chairs the project team meetings. • Submits evaluation reports to PSC for assessment. • Prepares the final reports and recommendations resulting from the project. • Prepares documentation for the PSC for application to CRDI to ensure support of the purchase of EIR from the SB for the Management of Project Delivery 2 stage of project, for sustainability period and beyond.	
Deputy Project Manager, a key member of the project team.		**PSC**
• When CPM not appointed takes over all responsibilities of the CPM (see above)	• When CPM not appointed, takes over all authorities of the CPM (see above)	
Project Manager (PM) II		**CPM**
• Responsible for the accuracy of the project administration • Responsible for operational records, provides formal administration of any changes to the project • Responsible for the smooth running of the project in accordance with the schedule • Responsible for configuration management	• Prepares documentation for reporting on the implementation of the project for CPM • Participates in project checks • Checks preservation of materials and project documentation and compliance with publicity guidance. • Prepares documentation for final reports and recommendations resulting from the project. • Proposes management structure for archiving documents.	
Financial Project Manager I, III		**PM**
• Responsible for the financial side of the project.	• Ensures ongoing funding for all project activities in cooperation with the payroll and accounting departments of NTK. • Checks the disbursement of funds in accordance with the Decision and the Rules for applicants and beneficiaries OP RDE. • Prepares financial documentation for monitoring reports and potential financial checks.	
Financial Project Manager II, IV		**PM**
• Responsible for the correctness of timesheets.	• Checks staff costs. • Prepares documents or public procurement tenders.	

Role		Subordination
Responsibility	**Authority**	
• Responsible for payroll and personnel documentation of the Expert Team as well as the Administrative and Technical Team.		
Project Specialist		**PM**
• Responsible for technical and administrative provision of activities. • Responsible for preparation of documents for on-site checks.	• Prepares documents necessary for the administrative and financial operation of the project and for monitoring reports. • Organizes meetings and keeps minutes of them. • Manages the configuration library. • Archives all project documentation. • Monitors the status of each project product including change requests. • Prepares documentation for project reports.	
Director of CzechELib, a key member of the project team		**CPM**
• Responsible for the management of the national CzechELib centre during the project and after its completion. • Responsible for the submission of evaluation reports to CPM after the end of each project stage.	• Submits management and strategic documents. • Manages Guarantors of key activities. • Cooperates with the Project Specialist Council (PSC) and has access to its meetings. • Together with the management of NTK, prepares and submits legal, organizational, personnel and financial proposals for operation of the national licensing centre CzechELib as an organizational unit of NTK. Both during project implementation, as well as in the subsequent sustainability period and after. • Guarantees the project outcomes (methodologies, policy proposals and other) • Processes and edits evaluation reports produced by Guarantors of KA and forwards them to CPM for the subsequent assessment by PSC. • Cooperates with Directors of foreign National Centres. • Participates in the co-creation of national and international strategies for OA. • Prepares long-term plans and strategies for responding to developments and condition changes in the area of scientific communication.	
Head of Project Expert Council, a key member of the project team.		**CPM**

Role		Subordination
Responsibility	**Authority**	
• Responsible for the negotiation strategy with domestic and foreign publishers.	• Manages the PSC, which is an advisory body of the guarantor of KA3/KA4. • Submits strategic decisions to the governing bodies. • As an international expert, transfers and applies new models of strategy in negotiations with foreign publishers, especially in connection with preparation of the National Policy for OA. • Supervises the final negotiations with business partners.	
Member of Project Expert Council		**Head of PEC**
• Responsible for effective coverage of EIR in the entrusted field.	• Represents and articulates the interests and requirements of a wide range of users. • Issue recommendations for threshold or exceptional cases of purchasing EIRs (e.g. only two members of the consortium). • Able to cover all major subject areas of EIR, including Open Access. • Submits relevant data for strategic decisions.	
Expert Negotiator		**Guarantor of KA3/KA4**
• Negotiates contracts for EIR.	• Negotiates terms and conditions for members of the consortium.	
Lawyer		**Director of CzechELib**
• Responsible for coordination and supervision of the external administrator's work, especially checks of implementation of requirements raised by NTK, member institutions, EIR providers, third parties, observation of deadlines (checks, enquiries, etc.), checks of publishing public tenders and their results, implementation of all points raised during the process, checks of completeness of documentation and factual accuracy of public tenders.	• Regularly communicates with expert guarantors about appropriateness and sufficiency of documents supplied for preparation of legal documentation. • Prepares contracts for signature, completes internal records of NTK, ensures that public tenders are aligned with other public tenders run by NTK, creates a plan for public tenders. • Administers public tenders of the project that are not implemented via an external administrator of public tenders. • Checks usage of time allocation of the external administrator of public tenders and legal consultants. • Checks accuracy of work delivered by the external administrator of public tenders, particularly its (non)eligibility. • Communicates with member organisations, EIR providers and MEYS (particularly with the Department	

Role		Subordination
Responsibility	**Authority**	
• Responsible for conflict solutions with external provider of legal services. • Responsible for assessment of completeness and intelligibility of legal documents, participates at preparation of legal positions and interpretation of law regulations, support and consultation of Rules for Applicants and Recipients of OP RDE incl. the Specific part and accompanying 'methodical letters.	for public tenders), consolidates queries and unifies responses. • Represents CzechELib at in-country meetings with member institutions and EIR providers, occasionally also at events abroad related to copyright and publication activities. • Participates in consultations for Negotiated Procedures without Publication.	
Chief Economist		**Director of CzechELib**
• Responsible for setup and control of financial and accounting processes and their compliance with the project with binding legal acts and internal regulations of NTK.	• Cooperates with the Financial Project Manager. • Proposes and arranges linkage of financial management of the project with NTK accounting. • Ensures operation of the financial and economic system.	
Accountant – Specialist II		**Chief Economist**
• Responsible for the accuracy of recognition of invoices.	• Monitors cash flow. • Prepares documentation for project implementation reports (i.e. preparation of documents for these reports and requests, as well as completing the required reports and applications forms), including their completion and correction of their shortcomings. • Monitors the risks and the potential impact of exchange rate fluctuations and proposes solutions to minimize risks.	
Specialist Invoice Clerk III, IV		**Accountant – Specialist**
• Responsible for upkeep of financial project records (financial diaries, main ledger).	• Accounts and records incoming and issued invoices. • Checks the project ledger. • Prepares payments and settlements with the bank and arranges other banking operations.	
HR Manager		**Chief Economist**
• Responsible for application of the Labour Code in the	• Preparation of work contracts and their termination, temporary work agreements.	

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Role		Subordination
Responsibility	**Authority**	
project, particularly when requesting changes or new requirements, identifies potential adjustments of the NTK system towards the project (time logging, leave records, etc.)	• Communication with job applicants. • Implementation of changes in the salary rates according to the Government directives and according to pay-grade changes. • Cooperation during on-site checks.	
Technical Editor of Methodologies		**Director of CzechELib**
• Responsible for methodologies editing.	• Edits the language and content of texts of the draft methodologies. • Proofreads methodologies' texts. • Cooperates with Guarantors of key activities.	
Guarantor of KA3/KA4		**Director of CzechELib**
• Responsible for the management of Licensing Administrative Unit (LAU). • Responsible for implementation of recommendations proposed in the assessment of the evaluation report by PSC within the concerned KAs. •	• Oversees all phases of the EIR lifecycle. • Determines methodologies for recording information in all systems (ERMS, RA EIR and other). • Supplies documents to PEC and Negotiators; ensures smooth communication between the two groups. • Ensures deeper analyses and financial balance sheets for planning of acquisitions and future expenses. • Prepares documents and evaluation reports and submits them to the Director of CzechELib.	
Licensing Administrative Unit Employee (LAU I)		**Guarantor of KA3/KA4**
• Responsible for the up-to-date records on institutions (executives, invoicing addresses, IP ranges, contact persons, FTE). • Responsible for supplier contact information records, including confidential notes of Negotiators.	• Secures 1st phase of EIR lifecycle – acquisition. • Prepares documents for the expert group. • Prepares documents for the expert group. • Prepares documents for Negotiators. • Prepares documents for interim reports, etc. • Inputs data from the initial phase of the EIR lifecycle (acquisition phase) into ERMS	
Licensing Administrative Unit Employee (LAU II), (LAU VIII)		**Guarantor of KA3(KA4)**
• Responsible for the economic matters of EIR	• Ensures division of contribution under the rules approved by the PEC. • Prepares data for invoicing (for KA2). • Plans budget for the next period in collaboration with the economics team.	

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Role		Subordination
Responsibility	**Authority**	
	• Prepares expense overviews and overviews of implemented and planned contributions for end users.	
Licensing Administrative Unit Employee (LAU III), (LAU VII and LAU IX)		**Guarantor of KA3/KA4**
• Responsible for data input into ERMS, RA EIR, records and setup methods for linking servers and discovery systems.	• Opens up 2nd and 3rd phases of the EIR lifecycle – Administration. • Inputs lists of titles and detailed data of the acquired EIRs into ERMS and RA EIR (securing of the Access and Administration phase) • Publishes lists of journals in collections, manuals and CSV files for activation in the linking servers and discovery systems on the Web CzechELib. • Negotiates the creation of special collections in knowledge bases with producers of linking servers and discovery systems. • Resolves issues with access to EIR.	
Licensing Administrative Unit Employee (LAU IV), (LAU X)		**Guarantor of KA3/KA4**
• Responsible for evaluation of consortium statistics.	• Secures the 4th and 5th phase of the EIR lifecycle – Support and Evaluation and Monitoring. • Provides support for representatives of institutions in the consortium (EIR lifecycle: Phase – Support); resolves both problems of access to EIR, and consultations regarding the evaluation of usage statistics. • Periodically evaluates usage of acquired EIR for all consortia (EIR lifecycle – Evaluation and Monitoring). • Prepares documents for expert group, alternatively suggests possible adjustments to EIR portfolios. • Resolvers issues with access to EIR.	
Bibliometrics Employee II		**Guarantor of KA3/KA4**
• Responsible for the preparation of documentation for analysis of the academic community's requirements on bibliometric services – 1st Phase.	• In case of a positive response from the academic community, carries out routine bibliometric analyses, generates outputs for end users from the management of the research institutions – 2nd phase. • Provides consultation support on the citation databases and interpretation of citation data, e.g. for the purpose of evaluation of R&D (continuity of IPN Methodology).	
Bibliometrics Employee – Statistician II		**Guarantor of KA3(KA4**

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Role		Subordination
Responsibility	**Authority**	
• Responsible for the creation of supporting software tools for handling larger amounts of bibliometric data.	• In the 2nd phase (in case of a positive response to the offer of bibliometric services) – provides sophisticated analyses of bibliometric data, including deeper interpretations.	
Guarantor of KA5		**Director of CzechELib**
• Responsible for management of the Technical unit. • Responsible for the technical sustainability of the project. • Responsible for implementation of recommendations proposed in the assessment of the evaluation report by PSC within the concerned KA.	• Analyses the EIR management environment in the broadest sense, follows technological trends. • Analyses incoming requests and proposes technical solutions. • Provides critical evaluation of software solution suppliers. • Works on definitions and correct implementation of acceptance tests. • Methodically manages the technical aspects of the project, decides on the technologies used. • Participates in the architecture of all project ISs. • Prepares documents and evaluation reports and submits them to the Director of CzechELib.	
IT Specialist		**Guarantor of KA5**
• Responsible for the operation and development of software tools required for the project. • Responsible for the selection and deployment of various technologies used in the IS.	• Participates at the requirements analysis and proposes technical solutions. • Performs critiques of software solutions suppliers. • Checks the professional aspect of the development and IT work.	
Systems Analyst II		**Guarantor of KA5**
• Responsible for SW development based on analyses and SW proposals.	• Cooperates with testers and assesses needs based on their reports.	
System Administrator II		**Guarantor of KA5**
• Responsible for regular backup of the project IS.	• Deals with requirements for user support. • Creates user accounts and manages permissions for systems used in the project. • Carries out regular maintenance of server and desktop systems.	
Tester/IT Worker		**Guarantor of KA5**

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Role		Subordination
Responsibility	**Authority**	
• Responsible for testing of functionality, workflow and GUI IS of each version.	• Reporting and documentation of errors.	
Guarantor of KA6		**Director of CzechELib**
• Responsible for the strategy of communication both inside the Centre/NTK and with the end users, foreign partners and the media as well.	• Cooperates with the Project Manager on project publicity. • Proposes and oversees the organization of professional seminars, in-country conferences and workshops. • Draws up and checks the content and form of press releases and reports. • Prepares documents and evaluation reports and submits them to the Director of CzechELib.	
Producer		**Guarantor of KA6**
• Responsible for organization and implementation of professional seminars, in-country conferences and workshops.	• Prepares calculation of costs for production of seminars, conferences and workshops. • Arranges services (flights, accommodation, etc.) for domestic and foreign professionals.	
Graphic Designer, II		**Guarantor of KA6**
• Responsible for the overall graphic design concept.	• Prepares a Graphic Standards Manual. • Designs the graphic and typographic design of all the print materials. • Arranges pre-press preparation of documents. • Cooperates with the web designer on a graphic design of websites.	
Web Structure Designer		**Guarantor of KA6**
• Responsible for the concept and structure of the web, its content and user-friendliness.	• Designs and implements measures based on Tester's reports. • Cooperates with web developer and web designer.	
Editor of the Czech and English webpages II		**Guarantor of KA6**
• Responsible for implementation of web content.	• Continuously edits and adds content to websites. • Cooperates with Tester.	
Web Tester		**Guarantor of KA6**
• Responsible for testing of website scenarios.	• Tests the functionality of the website for end users. • Submits reports to Web Structure Designer and Editors of websites.	

Role		Subordination
Responsibility	**Authority**	
Consultant		**Guarantors of KAs**
• Responsible for the accuracy of the consultations provided to the team.		

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4 APPENDICES AND ABBREVIATIONS

4.1 List of Appendices

- Appendix 1 – Detailed Budget

- Appendix 2 – Positions and Work Load Descriptions

- Appendix 3 – Financial Flows Mechanism for the Purchase of EIRs

- Appendix 4 – Management Meetings Minutes

4.2 Non-mandatory Appendices

4.2.1 Software Systems Specification

4.2.1.1 System for EIRs management (ERMS)

ERMS is a system that supports information management and provides a set of activities necessary for efficient selection, evaluation, acquisition, retention, renewal of licenses and provision of access to electronic information sources.

Deployment of ERMS is necessary especially for the management of consortium titles.

Currently, most electronic resources in the Czech Republic are acquired through a consortium.

This means lengthy negotiations with the consortium partners and difficult decision-making about what to include and what not to include in the collection. ERMS enables a single-access point for all information (offers, invoices, license agreements, conditions and restrictions on the use, technical specifications for accessibility, etc.) that is necessary for the decisions on acquisition, license renewal and access to EIR.

The main benefits of ERMS include:

- general overview of the subscription to e-databases, e-magazines and e-books;
- general overview of contacts for suppliers of e-resources;
- general overview of sub-libraries including contacts within the organization;
- IP address ranges to access e-resources;
- summary of incidents of resource accessibility and of reminders of missing documents;
- register of trials evaluation;
- register of license conditions and original licensing agreements archiving;
- positive changes in the workflow of libraries (e.g. more effective cooperation of librarians).

4.2.1.2 System for EIR usage statistics management

A statistical subsystem allows automatic or batch acquisition of COUNTER statistics on usage of databases, e-magazines and e-books from operators of individual platforms. The subsystem

then processes the collected statistical data and generates comprehensive reports of either over-all usage or by specific groups, e.g. by a consortium or a sub-library.

4.2.1.3 System for support of consortia compiling

Based on the users' interest in individual EIR system generates clusters of organisations with identical requests for EIRs acquisition and therefore simplifies the formation of consortia. The mapping of interest is done through campaigns, which – in repeated runs – allow for identifying and further refining prices and interest in procuring particular EIRs. The result of the campaign will be a specified list of interested parties who will dispose of transparent information about the price of acquisition due to the ongoing calculations.

4.3 List of abbreviations

ALCU	Association of Libraries of Czech Universities
AS CR	Academy of Sciences Czech Republic
CHEI	Council of Higher Education Institutions
CP	Closing a Project – Project conclusion¨
CR	Czech Republic
CRC	Czech Rectors Conference
CRDI	Council for Research, Development and Innovation
EIRs	Electronic Information Resources
EU	European Union
FRG	Federal Republic of Germany
IP	Initiating a Project – Project setting
MP	Managing Project – Management of Project Delivery
MEYS	Ministry of Education, Youth and Sports
NTK	National Library of Technology
OA	Open Access
OP RDE	Operational Programme Research, Development and Education
PRINCE2®	Projects IN Controlled Environments, version 2
PSC	Project Steering Committee
RDI	Research, Development and Innovation
RIS3	Research and Innovation Strategy for Smart Specialisation
RO	Research Organisation

SU	Starting up a Project
UK	United Kingdom of Great Britain and Northern Ireland
Univ.	University, universities
WoS	Web of Science – Citation/bibliometric database