Digital Business Ecosystem

Contract n° 507953

Workpackage 30

DBE Transfer and Adoption

Deliverable 30.1

Plan for SME recruitment including formal channels and selection criteria

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TABLE OF CONTENTS

Executive Summary

This report provides a detailed plan for the recruitment of the Driver SMEs for performing specific activities in the project. The report also provides an outline recruitment plan for meeting the recruitment targets of 80 SMEs in each of the three regions. The three regions follow a very similar plan, with variations only where local conditions make this necessary. Earlier project reports B34, D28.1 and D28.5 have provided the necessary guidelines for the recruitment planning.

The plan involves a direct recruitment of the 25 developer SMEs. For the recruitment of the 55 user SMEs, each of the developer SMEs will be used as a 'channel' to engage end users from among their existing and potential customers.

Recruitment of the developer SMEs will be made by the three regional catalysts through a public call. The public call will comprise of a selection criteria, which will form the basis of selection.

Due to the complex nature of the DBE project, a small group of developer SMEs (3 - 5 in each region) – Driver SMEs - will be selected prior to the public call by April – May 2005. The Driver SMEs will be sub-contracted to work closely with the Regional Catalyst on the preparatory experimental and path finding work that will input to the final public call specification and selection criteria.

About 25 developer SMEs will be recruited through a public call. The call will be in two stages for better management of the engagement process. The call will be opened during April 2005 and the 1st stage will conclude in September 2005 – October 2005 and the 2nd stage in December 2005 – January 2006. The Regional Catalysts will make all necessary arrangements to support the call.

Detailed selection criteria of the recruitment of the Drivers have been included. The selection criteria cover four main areas: Products and Services offered; Technical ability; Willingness to engage; and Practical ability to engage.

The developer SMEs will be funded by the DBE project for performing specific work. A match funding needs to be contributed by the SMEs in terms of work done to perform their role. This will be documented in appropriate work records.

The table below provides a snapshot view of the number of SMEs to be recruited, funding limits and important timelines for action.

Recruitment Stage	No. of Devp. SMEs	Funding	Timelines
Pre-Tender Call	3-5	Upto €10000	April – May 2005

Tender Call	25	Upto €6000	Opening: April – May 2005 Stage 1 conclusion: Sept. – Oct. 2005 Stage 2 conclusion: Dec. 2005 – Jan. 2006

The report also includes a list of candidate Driver SMEs from the regions and a guidance note for planning a competitive call for SME sub-contracting.

1. Introduction

This document presents the plan for the recruitment of SMEs as participants in the DBE Project. It concentrates on the early actions, as the later activities will be in part be influenced by our early experiences. These will indicate the requirements of the project from different types of SME, and the type of responses SMEs make to our proposals and recruitment processes.

2. Methodology

D28.1 has defined the taxonomy of SME roles in the project. These are:

- Drivers – Early adopters of DBE concepts with strong technical and networking and community building ability and showing a strong interest in participating in a research-oriented project.
- Discoverers – Early adopters of software services with a strong potential to become an e-business. They use currently what the drivers have produced.
- Implementers – Software developers who have technical skill sets but who would like to wait and see the progress made by the early adopters before committing to involvement in DBE.
- SME Users – Customers of implementers who may have some interest in the DBE and are prepared to conduct small-scale tests but not commit heavily to early adoption.

The recruitment of the SMEs will be based on a three-step model shown in the figure below.

Concept familiarisation, pilot integration, testing and value chain exploration

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Services integration and inter-operability testing

↓

Value chain integration, inter-regional expansion

The early actions involve an experimental phase involving 'Driver' SMEs that are willing and able to engage with the DBE, and can provide a channel to user SMEs who are often associated with them as users of their services.

There will then be a formal call to be implemented in two stages, for developer SMEs called ‘Implementers’, based on our work with the SME drivers, to enlarge and broaden the involvement of developer SMEs. These stages will enable the integration and testing of services for the value chains.

The two stages provide a better control to the engagement process, gauging their reactions and conducting evaluation. Taking into account the possible beta-version of the platform and the SW tools, it may be considered a risk to enrol all the developers in one stage since they may flood the DBE team (technical part mainly) with bugs in the platform and questions. Again, the developers will provide a channel to user SMEs since the later ones are customers of the former ones.

The recruitment plan will be common across the three regions but there will be some specific variations on some aspects, which are indicated in the plans.

3. Background

Earlier project reports B34, on the regional infrastructure for innovation, and D28.5 on training and learning, have provided some basis for planning recruitment. B34 surveyed the similarities and differences between the three regions indicating that the recruitment processes need to have common and variant features according to the relative situations of the respective catalysts.

Tampere has a highly developed network of agencies centred on the project partner. ITA is a specialist agency dealing with ICT uptake and growth. UCE is a business school with well-developed SME links. Each region, then, has preferred channels to existing and new contacts for the DBE.

4. Channel marketing and driver engagement strategy

A specific engagement strategy has been developed during the planning process that involves two elements that we call ‘channel marketing’ and ‘drivers’. This is with the intention of making the SME engagement process as effective as possible.

Our driver strategy recognises that among developer SMEs there are a small number that have a keen interest in the technological area of DBE and that already have both the competence to support the research work and the necessary contact with end users to provide an end user view of the functionality.

We have called such developer SMEs ‘Drivers’ as they share the ambition of the project and are self-motivated to participate. Drivers are our intended

starting point to carry out the first learning and experimental work and to develop the initial demonstration services. They are in effect the pathfinders that work out how to implement the DBE. Once these pilot services have been developed it will be easier to engage a wider base of SME developers that we have called 'Implementers' who will be willing and able to engage once the path to developing DBE services is observable in a practical sense and can be 'just implemented' by such follower SMEs rather than having to be created by them.

Our channel strategy is based on the fact that, as we are now looking to recruit value chains within specific opportunity spaces,[1] it has become clear that we cannot disconnect the engagement of SME developers from that of SME end users or we would have a mismatch between providers and consumers. It is also clear that, to involve developers in a useful way, they must have some ambition to sell the DBE services they develop. It is also to optimise the resource allocation. Thus we now see the SME engagement process as being a continuum, rather than a developer stage followed by a user stage. We plan instead to use each of the developer SMEs as a 'channel' to engage end users from among their existing and potential customers. This channel approach is often used in commercial marketing as it utilises the existing contact and social capital that a provider has with a customer.

The strategy for engagement of the Implementer SMEs in each region will be formulated during the initial work with the driver SMEs. The formulation of this strategy will be guided and influenced by the need to:

- Be aligned to the DBE technology roadmap
- Manage current and demanding areas of inefficiencies in the value chains
- Support complete value chains
- Expand to associated value chains within the opportunity spaces
- Create inter-regional value chains

5. Implementation Plan

The three regions will follow a very similar plan, with variations only where local conditions make this necessary. The plan maintains the need for equality, transparency, and public probity, while satisfying the project's need to steer the work and to adapt in the light of experience.

Public call

We will issue a call for Developer SMEs (in our terms these will be specifically our 'Implementer' SMEs) to implement software services in the DBE platform

[1] We use the expression Opportunity Spaces in place of the term Industry Sectors to denote the wide community of potential users who are interested in a specific industry sector - so for example laundry services, while not part of the tourism sector, are part of the tourism opportunity space as they are a key service supplier to hotels.

and to adapt existing services they have developed to the DBE platform. About 25 Implementer SMEs will be selected through this call.

This call will have two stages of submission with the possibility to slightly revise the work and selection criteria for the second stage in the light of experience and achievements of the first stage. The call will be opened during April – May 2005 for a call of interest with submission dates after the first results and conclude with the results obtained from the Drivers in September 2005 – October 2005 and December 2005 – January 2006.

The call text will be available on formal application to the Regional Catalyst. This is in order to collect information on the number and type of organisations that may be prepared to participate, and to develop a mailing list so as to ensure that all potential applicants later receive the guidelines, selection criteria, answers to any questions posed, and invitations to information days.

During the period when the call is open there will be an email enquiry help-line and one or more information days.

The call text will specify that proposers must involve a minimum required number of their end user customers in the work. Thus the overall targets of the project will be devolved to the organisations that participate in the development work.

The detailed guidance to proposers and the selection criteria will be published during the call, once the work with driver SMEs has advanced to a stage where the expansion to discoverers can be based on actual experience.

A guidance note for planning a competitive call for SME sub-contracting in included in Appendix 2 with all supporting Annexes. This being used as a guidelines by the regions to prepare the detailed call.

The funding support from the project will be only to the Developer SMEs. Out of the total 200000€ allocated to each Regional Catalysts to support the SMEs, 150000€ will be allocated to the Implementer SMEs and the balance 50000€ to the Driver SMEs. The Implementer SMEs will receive up to 6000€ funding each from the DBE project through the Regional Catalysts. An equal amount of match funding needs to be contributed by the SME in terms of work done to perform their role. This will be documented in appropriate work records.

Selection of Drivers and Discoverers

From among the SMEs expressing interest prior to the call we will select a small number of Driver SMEs (3 - 5 in each region) to work closely with the Regional Catalyst on the preparatory experimental and path finding work that will input to the final call specification and selection criteria. The engagement

of the Drivers will be through a sub-contracting process and will be completed by April - May 2005.

These SMEs will be selected according to the set of common criteria below, to have particular qualities that make them suitable as Drivers. The selection of Drivers will be subject to the approval of the Chief Architect and Computing Domain Leader, and to the final approval of the PMEB, based on a profile of the organisation and possibly on meetings with the Chief Architect and Computing Domain Leader.

The Discoverer SMEs will be engaged through the Driver SMEs with the Regional Catalysts. This will be based on the first wave of the software applications ported onto the DBE as they will be users of the application in its current form.

Role of Drivers and Discoverers

The small number of Driver SMEs will help in the early learning of the capabilities of the DBE, gaining early experiences and to formulate future course of action. This will be achieved through porting some of the existing applications and testing through the involvement of SME users – in this case 'Discoverer' SMEs. The initial applications will be non-mission critical and will be in areas where performance requirements are less demanding. The involvement of the Discoverer SMEs, through the Driver SMEs, will enable a good understanding of their current practices and also allowing for evaluation of the real benefits gained/improvements achieved. The Discoverer SMEs will also support the understanding of their business operations, interoperability needs and construction of value chains.

During this period the Driver SMEs will also be involved in exploring the business capabilities of value chains within the selected opportunity spaces. This will expose the current inefficiencies in software services, services required for internal purposes and for external interoperability in different value chains. This preparatory work will input to the final call specification and selection criteria.

A checklist of activities to be performed by the Driver SMEs is provided below:

- Define 3-5 concrete software service scenarios (use cases) in the selected sector in each region. Define exactly those scenarios including complete value chain descriptions in terms of: agents, information flow, contents of each transaction, etc. The scenarios with a higher probability of success taking into account the "background" of these scenarios will be selected for porting. It will be interesting that in the scenario definitions, different services developed by different Drivers will be connected through the DBE. In that way, it will start the creation of micro-networks and enabling a fluent interaction among them.
- Define and develop the contents using the BML tool for the specific scenarios/use cases. This will allow the testing of the functionalities of the BML Tool.

- Understand the system architecture and the main modules of the system and testing the Execution Environment.
- Develop and adapt B2B services over the DBE platform, which comply with the scenarios previously designed.
- Support the testing of the auto-generated code and the correctness of the services produced through testing supported by the Discoverers.
- Develop an understanding of the software service needs of the value chains within the opportunity spaces. Also concentrating on the interoperability areas where there are frequent interactions with large number of external business partners. Further expand the scope of the value chains to include inter-regional cooperation and to describe the software service needs.
- Explore the opportunity areas and business drivers for the DBE in terms of performance, security, trust, management of current and demanding software inefficiencies.
- Participate in various training programmes and support the development of learning content with the Regional Catalysts.
- Coordinate periodical reporting of progress in activities assigned and to support project risk management in terms of SME engagement.

It may be derived that there are a few strong dependencies for the Drivers (and afterwards to the Implementers) to perform the required activities. These are:

- The Regional Catalysts will need documentation about the DBE and the SW tools in order to prepare the corresponding support materials to be provided to the Drivers and Implementers.
- The Regional Catalysts will also need documentation about the use of the e-learning platform.
- The Regional Catalysts will also need a technology roadmap of the DBE to manage SME engagement activities.
- The more stable the platform is, the shorter the beta-testing will be and then the Drivers may dedicate more time to the adaptation of applications and the study of the potentials that DBE may offer.

Contracting

The contracting will be only with the Driver SMEs. All the Driver SMEs will be sub-contractors of the specific Regional Catalyst. (A contract format is required by the regions). They will provide project time sheets etc. and be subject to the normal project rules of eligibility, accountability and reporting. The contracting will be for a 5-month period. Each of the Driver SMEs will receive up to 10.000€ funding from the DBE project through the Regional Catalysts. The Driver SMEs will contribute an equal amount in terms of infrastructure, human resource efforts to perform their role, so that the EU contribution is the 50% of the budget

The engagement of the Driver SMEs will require a strong support from the Legal sub-project in the areas such as sub-contracting, terms and conditions, IPR and security.

Regional Variations

The three regions have different local situations and legal requirements that cause them to follow different paths in the following respects:

- Geographic limits. Aragon will have a strictly regional call, while Tampere will have a Finnish national call. West Midlands will follow a hybrid strategy of focussing on its local environs, without any specific boundary, and making the call open to any UK bidder. Travel costs and time will be considered in accepting companies, as well as preserving the notion of region as in the technical annex.

- Tender submission dates. There will be a call of interest for Implementers in April – May 2005 following the regional official processes with the first details of the call. Once the first results and conclusions of the work with the Drivers are produced, the first group of Implementers will be recruited.

- Media and Language. The three Regional Catalysts will publish the call in the leading newspapers. Aragon and Tampere will have a national language version in addition to the call in English. Once the concrete activities and the first results and conclusions with the Drivers are available, the call will be concrete with the deadlines for submission, the documentation to present, the selection process, the resolution dates and the contract format. West Midlands will follow the process specified by Government of West Midlands and by Birmingham Chamber of Commerce and Industry.

Risk Management

Though the model adopted for the SME engagement is based on a risk reducing, step-by-step approach, there are likely to be significant risks involved in achieving the desired goals. Particularly at a stage where the capabilities of the DBE architecture are yet to be determined, when rapid evolution of technology is taking place, legal aspects need to be determined and where functional teams are distributed. The table below lists some of the possible risks and provides a view to managing them, most of them through interventions from cross-functional DBE project partners.

What is the risk?	How will it be managed?	Who will manage them?
Recruitment of Driver SMEs	The three Regional Catalysts have been involved in discussions with adequate number of candidate	Regional Catalysts along with Business and Computing

	SMEs. A list of the candidate SMEs have been provided in Annexure – 1. The selection criteria include essential qualities required for the Driver SMEs, which will be applied to the proposals received from the candidate SMEs. Also a consortium approach to submitting proposals is being encouraged.	domain partners.
Performance of the Driver roles and responsibilities	The Regional Catalysts will support the Driver SMEs in performing their activities through different mechanisms including training and holding discussion events. A periodical meeting to monitor progress and to manage deviations will also be organised. Also the Regional Catalysts will support and coordinate interactions between the Driver SMEs and DBE Project partners. The Regional Catalysts have started identifying local experts in business and computing areas to develop learning content and provide support to the Driver SMEs.	Regional Catalysts along with Business and Computing domain partners. Support role of the computing domain partners is crucial to this activity and also the development of the DBE.
Recruitment of Implementer SMEs	The three regions have chosen their opportunity spaces that are aligned to the regional development strategy. Also there are plans to publish calls nationwide.	Regional Catalysts along with Business domain partners.

6. Selection criteria for Driver SMEs

The selection criteria for the recruitment of Driver SMEs directly depends on the activities required from them, which have been defined in the section “Role of Drivers”. The group of Drivers will be composed of one TIC consultancy SME and 3-4 SW developer SMEs. TIC consultancy SME owns experience with the final users in the corresponding sector (Tourism, Manufacturing) in order to support and coordinate the scenario definitions. The TIC consultancy SME must have deployed technology to the final users in the corresponding sector, so that they may provide additional feedback directly from the final users since the beginning of the definition. The other SMEs will comply with the following profile.

Products and Services

In general, we would look for SMEs that are not entirely business service oriented (consulting, software development) but SMEs who preferably have their own software products or already provide ASP services.

The software products from the SMEs should have a - not necessarily large - demonstrated customer base. The preference is for software solutions that cover dedicated business transactions but we are not limited to those.

We would also look for the integration possibilities of the different services being provided by the SMEs. As a rule of thumb, we would look for 4 to 5 services that can be integrated as they would address a common business sector or - which is perhaps even easier - different aspects of the same business transaction type.

Technical ability

Driver SMEs should have experience with Java and preferably Service Oriented Architectures as well as Web Services or Message-oriented Middleware.

It should be clear that working with the DBE in an early stage will be a demanding process. This starts with the installation of the different DBE components which is currently not a simple "Installer"-type procedure. It ends with the ability to specify SDL and eventually to do interface programming.

Drivers should be experienced enough to handle the DBE in a "Beta"-type state as well as to actively acquire the necessary knowledge in either direct interaction with the DBE computing domain or through the help of the regional catalyst - without expecting a perfect "manual".

In return they are invited to comment on all aspects (including technical) of the DBE. As an open source software the DBE source code will be made fully accessible. By this they actually become a quasi-"co-developer".

Willingness to engage

The current status of the DBE demands from an SME a significant willingness to engage into an innovative and - technically challenging - project from an SME. We would be looking for SME's that share the open source ideas and cultural values as they might be appropriate during the early stages. The selection of Drivers is certainly not restricted to such companies but at least to have one Driver company per region that is an active member of an open source community is advisable.

Willingness to engage is certainly difficult to determine. Our rule of thumb - measure would be to pay attention to the expressed interest in the DBE technology and concepts as such apart from the aspect of funding.

Business ability

The Driver SMEs should have proven business abilities and domain experiences to perform analysis of needs of value chains within the opportunity spaces. Also an important business capability that will be explored is the value adding relational mix that the Driver SMEs possess. This will be based on the type of networks the SMEs are engaged in: knowledge, innovation and technology networks; marketing networks; co-opetitive networks and social networks.

Practical ability to engage

Finally it should be made clear to the SMEs what can be expected in the upcoming months. Here, practical feasability in terms e.g. of resources should be verified.

Appendix 1 provides a list of candidate Driver SMEs in the three regions.

Appendix 1

List of Software Providers – Driver Candidates

Name of Service Provider	Brief Description	Website
Barrabes Business Solutions (Aragon)	Barrabés acts as a communication link between IT developers and tourism businesses.	www.barrabes.biz
DBS (Aragon)	DBS develops web applications to allow clients and customers of wholesales interact with the wholesaler.	www.dbs.es
Eon (Aragon)	Eon is specialized in integral services for SME covering all the areas related to computing systems deployment: o Configuration, system integration and system start ups. o Analysis, design, development and start up of ERP, such us GREENsys and EON.BS. o Comunication installation (WAN, Intranet, ...) o Project analysis and development. o Organization audits. SW Aplications for retailers and wholesalers in the tourism sector	www.eon.es
Objectivity (West Midlands)	Objectivity is an IT company specialising in the development and maintenance of bespoke software. Objectivity develops on the Java J2EE, Open Source and Microsoft .Net platform. Objectivity also offers outsourced maintenance of databases and software applications through managed services.	www.objectivity.co.uk
Hyfinity (West Midlands)	Hyfinity is an Independent Software Vendor (ISV). With	www.hyfinity.co.uk

	headquarters near Birmingham, Hyfinity is known for its innovation in XML and Web Services technology, enabling the rapid visualisation and construction of enterprise-strength solutions.	
Ridge Technology (West Midlands)	Ridge are a specialist developer working with software tools and techniques that include Omnis, Java, .NET, and ASP.	www.ridgetech.co.uk
Domain Solutions (West Midlands)	Domain Solutions specialises in the application of Executable UML object-oriented software development and the use of the MDA CodeGenie code generation tool. The Company also offers a broad base of software and project management expertise.	www.ooagenerator.com
Clockwork Software Systems	Clockwork provides scalable bespoke applications for business, are passionate about open systems, open-source, open-standards, quality software, and professionalism in programming.	www.clocksoft.com
Openscape	Openscape primarily concentrates on the delivery of IT solutions for business and the voluntary sector, using Open Source Software as a key component. Principle disciplines include web based facilities which include web sites, e-commerce, portals and intranets; cost effective network solutions and business administration databases.	www.openscape.co.uk
BSAC Systems (West Midlands)	BSAC Systems focuses on making businesses more efficient through better use of Systems & Processes. Services offered include:- • Bespoke Systems	www.bsacsystems.com

	Development using Business Focus methodology and Core Vision pre-developed components for Rapid Application Delivery. • Applications Migration / Refresh • Project Management • Systems Strategy • Portal Solutions for HR / Supply Chain / Project Office	
Impact Applications (West Midlands)	Impact:applications is an award-winning developer of e-business solutions, including website content management systems, back office applications and mobile workforce solutions.	www.impactapplications.com
Gofore (Tampere)	Gofore Ltd. is a software consulting company that is specialized in Java/J2EE technologies and modern software engineering methodologies.	www.gofore.com
Anilinker (Tampere)	Anilinker's key business involves **enabling electronic business processes between companies using the ANI services.** Anilinker's strong expertise comes from the in-depth understanding of its clients' processes and the continuous development of the ANI services.	www.anilinker.com
Nemein (Tampere)	Nemein is a consultancy producing Open Source -based information management solutions. Nemein's solutions enable organizations to improve their web, sales, marketing, project and customer service operations.	www.nemein.com
Joinex (Tampere)	Joinex Oy provides services and develops tools to build high quality information systems efficiently. Focus is in demanding business critical	http://joinex.com/

	systems, implemented using robust technologies, which are up to the challenge of today's business needs.	
Mermit (Tampere)	Mermit Business Applications focuses on software engineering, integration and consulting. Mermit's expertise covers all the leading software technologies and platforms powered by server-side Java, J2EE and Symbian. Mermit has years of experience in providing solutions ranging from mobile multi channel solutions to robust and scalable B2C and B2B portals, e-Commerce and m-Commerce solutions, and services	www.mermit.fi

Appendix 2

Digital Business Ecosystem

Contract n° 507953

GUIDANCE NOTE
for Regional Catalysts planning a competitive call for SMEs sub-contracting

Information Society Technologies

Project funded by the European Community under the "Information Society Technology" Programme

Contract Number: 507953
Project Acronym: DBE
Title: Digital Business Ecosystem

Short Description:
This document, and all its attachments, represents a complete guide for DBE regional Catalysts to the SMEs integration (through competitive calls).
Keywords:
DBE competitive calls.. Guidelines, Sub-contracting process

Partners owning: T6
Partners contributed: IBM
Made available to: All Consortium and EC

Contents:

1. Introduction

The participants in the consortium managing the DBE Integrated Project funded by the Sixth Framework Programme of the European Community for research, technological development and demonstration activities contributing to the creation of the European research area and to innovation (2002-2006) can, during their initial contract negotiation with the Commission, reserve a portion of the project budget for specific tasks. These later-joining sub-contractors must be selected by means of competitive calls.

This document describes the DBE procedures needed to implement at local level the competitive calls.

The responsibility for setting up of calls as well as the their evaluation is conferred to the DBE Regional Catalysts and the PMEB.
More specifically, the Regional Catalysts are responsible for the following tasks:
publish the call for proposal, receive, evaluate and select proposals according to the rules given in this document and subject to the approval of PMEB.
The costs of the competitive call, like all project expenditure, are limited to those costs that are actual, economic and necessary and assigned budget has been allocated for this activity.

The following rules are required to the Developers and Users SMEs calls. Regional Catalysts are free to use simplified version of these procedures for Drivers selection. Nevertheless, if a simplified version is used, a unique agreed version has to be sent to the PMEB between the three involved Regional Catalysts by the end of the 2004.

2. Preparation activities

2.1 The initial Call announcement

Each Regional Catalyst should prepare a dedicated website for information about the call. The URL of this site should be linked to the http://www.digital-ecosyste.org/ .
Each Regional Catalyst web site has to include a download section with the following key necessary documentation:

- Initial Call announcement
- The full call text
- The Guide for SME Proposers
- The Membership Agreement template (or Contract) to be fulfilled and signed by Regional Catalyst and SME (once selected)

See **Annex 1 to Annex 4** for previous templates

2.2 The full Call text

At least 50 days prior to its expected date of publication, the Regional Catalyst will submit to the PMEB the full Call text for approval. This call text should contain:

- The initial Call announcement
- A detailed account of the tasks or groups of task to be carried out, clarifying how many proposers may be successful in the call/in each group of tasks
- Any restrictions on participation in any part of the call (e.g. only certain types of organization are required, only organisations based in certain countries etc.)
- The deadline for proposal submission (expressed in Brussels time)
- The address for paper submission and (if different from Brussels time) the local time at which proposals should be delivered.
- The time expected to perform the integration process from each SME

All proposers must receive fair and equal treatment. Information or facilities which you supply to any proposer must be equally available to all.

All proposers must submit proposals in English only.

3. Publication of the call

The Regional Catalysts will publish the full Call text as follows:

- With equal prominence in at least three national newspapers each located in different Member or Associated States (Finalnd, United Kingdom, Spain)
- In at least one international journal relevant to the objective(s) covered by the project.
- At local level, through local journal

These are the minimum requirements. The call should of course be published as widely as possible.
The Regional Catalysts will inform the PMEB before publication about which publications the competitive call will be announced in, and on what dates.

4. Proposal reception

4.1 Call deadline

The competitive call must remain open for the submission of proposals for a period of at least **five weeks** from the date of the last of the publications

above.

We would recommend that you close the call on a Wednesday, so that there are two working days after the call to deal with any unresolved problems. Close the call at 17h00 *Brussels time*.

4.2 Proposals on paper

Regional Catalysts will be responsible for handling the paper submission to the same standards which the Commission applies in its own calls.

In your Call text you supply an address for delivery of proposals on paper. It is your responsibility to certify the time of arrival of every proposal submitted to this address, and to return an Acknowledgment of receipt to the proposer. (see ***Annex 5***).

No proposal may be opened before the close of call.

An “Acknowledgement of receipt” form is attached to this document. Using the name and address information in the proposal you should complete a form for each received proposal and send it by post to the proposer. Retain a copy for your records. PMEB may subsequently ask to see evidence that the successful proposal did indeed arrive in time.

Develop your own numbering system to uniquely identify each received proposal, since all will use the acronym and title of DBE.

After the close of call, no additions or changes to proposals may be taken into account.

Any proposals which arrive late must also be recorded, though they are not evaluated, because you will be subsequently informing such proposers that their proposal was a late-arrival.

Note: Proposers who deliver by hand or courier services may demand an AoR at the moment they hand over the proposal, which should of course be before the close of call and therefore before the point at which you may open the proposal to check their address and prepare the official AoR. For these cases you must be prepared to hand over a brief acknowledgement of delivery form.

5. Proposal evaluation and selection

5.1 Evaluation criteria

The consortium will evaluate proposals received in the light of the criteria that governed the Commission’s original evaluation and selection of the project, using the attached forms (see Annex 6 & 7) and with the assistance of at least three experts. The experts will be individuals from the fields of science, industry and/or with experience in the field of innovation and also with the

highest level of knowledge, and who are internationally recognised authorities in the relevant specialist area.

The names and brief CVs of the selected experts should be communicated to your PMEB in advance for his approval.

5.2 Evaluation procedure

The evaluation should take place at a maximum of two weeks from the close of the call.

Each independent expert will record his/her individual opinion of each proposal on the attached “individual” evaluation forms (see ***Annex 6***). They will then meet or communicate together to prepare a “consensus” form for each proposal, representing opinions and scores on which them agree and which them will sign. (see **Annex 7**).

5.3 Proposal selection

Using the scores given on the consensus form, the consortium will normally select the highest scoring proposals for the call (or for the different part of the call if more than one).

However, the consortium is not obliged to select the highest scoring proposal where it has objective grounds for objecting to the participant, for example commercial competition. In this case the choice may pass to the next-ranked proposal.

Also the consortium may conclude that even the highest scoring proposal is of inadequate quality, in which case it will make no selection. This conclusion is obligatory if all the proposals fall below the threshold scores given on the attached evaluation form.

In the event of no selection being made, the consortium may re-open the call at a later date.

6. Reporting and approval of results

6.1 Reporting

In a written report submitted within two week of the conclusion of the evaluation, the Regional Catalysts will supply the PMEB with a brief report on the evaluation and selection process, comprising as a minimum

- A report of the call and its evaluation (including e.g. dates of call, publications used, dates of evaluation etc.), and the outcome indicating the selected proposer(s);
- A listing of proposals received, identifying the proposing organisations involved (name and address)
- The names and affiliations and a brief CV of the experts involved in the evaluation, with contact details (telephone number, email address);
- A copy of the signed individual and consensus forms used in the evaluation;
- If the proposer selected was not the highest scoring one, the report must give the objective reasons why the highest scoring one was

passed over.

A copy of each of the received proposals should be appended to the report.
The PMEB must verify that the proposers selected meets the eligibility criteria defined for participants to DBE Framework programme. In case the selected proposer does not meet these eligibility criteria, the PMEB may propose the choice pass to the next-ranked proposer.

If significant ethical issues were involved in the original project proposal, it was subject to an ethical review before the issue of the contract. If the part of the work to be carried out by the new partner is directly in the area which gave rise to the ethical concerns, the PMEB will arrange a further ethical review of the successful proposal before consenting to the addition of the new partner. His consent is conditional on any recommendations from this new review being taken into account by the project.

6.2 Communications with proposers

When the PMEB declares that it is satisfied with the eligibility of the proposer and the evaluation and selection process the Regional Catalysts will get into contact with the successful proposers to prepare the Membership Agreement which is annexed to the contract and its attachments.
The Regional Catalysts will communicate to the other proposers whose proposals were evaluated the information that their proposal was not successful in the call

Annex 1 - Initial Call announcement format

ANNOUNCEMENT OF A COMPETITIVE CALL FOR AN ADDITIONAL SUB-CONTRACTORS FOR DIGITAL BUSINESS ECOSYSTEM PROJECT (DBE)

The Digital Business Ecosystem (DBE) project currently active in the *Sixth Framework programme of the European Community for research, technological development and demonstration activities contributing to the creation of the European research area and to innovation (2002-2006)* requires the participation of new project Sub-contractors to carry out certain tasks within the project.

Project contract number: 507953
Project acronym: DBE
Project full name: Digital Business Ecosystem
Instrument type: Integrated project
Summary of task(s) requested:
(up to 2,000 characters)

Expected duration of participation in project: from Month/Year to Month/Year

Estimated costs and funding for the tasks:
Research costs: €XXX (to be supported by DBE funding of up to 50%)

Call identifier -
Language in which proposal should be submitted: English/or national one
Date of close of call: dd/mm/yyyy
Time of close of call: 17h00 Brussels time
Web address for further information: call webpage
Mail address for further information: One of the Regional Catalyst

Annex 2 – Full Call Text

(The full call text will be developed by the Regional Catalysts when the initial activities are performed by the Driver SMEs)

Digital Business Ecosystem

Contract n° 507953

DBE calls procedure

Annex 3 – Guide for SME proposers

Information Society Technologies

Project funded by the European Community under the "Information Society Technology" Programme

Contract Number: 507953

Project Acronym: DBE

Title: Digital Business Ecosystem

Short Description:

Keywords:

Partners owning: T6

Partners contributed:

Made available to: All Consortium and EC

Versioning		
Version	**Date**	**Author, Organisation**

1. Introduction

1.1 Projects in the Sixth Framework programme

The participants in the consortium managing the Digital Business Ecosystem (DBE) Integrated project funded by the *Sixth Framework programme of the European Community for research, technological development and demonstration activities contributing to the creation of the European research area and to innovation (2002-2006)* have, during their initial contract negotiation with the Commission, reserved a portion of the project budget for specific tasks to be carried out by new members which will join the consortium at a later date. These later-joining members are selected by means of competitive calls.

This Guide for Proposers contains the basic information needed to guide you in preparing a proposal to join the existing DBE Integrated project.

It shows examples of the proposal forms that comprise Part A of a proposal, and gives instructions on how to write Part B. Both parts are required to make a complete proposal. It also describes how the proposal should be submitted, and the criteria on which it will be evaluated[2].

A overview of what an Integrated project comprises and how such a project is implemented is found at: http://www.digital-ecosystems.org/……

Other documents which you should consult during the preparation of your proposal are:

The call text: This text is prepared by the existing project. It describes in detail the tasks within the DBE project that are open for proposals from additional members, and gives the deadline and address for proposal submission.

The Membership Agreement: This specifies the Contract to be made between you and the existing contractors concerning the activity of this agreement.

All of the above documents may be found at http://www.digital-ecosystems.org/……,. Copies of these may be obtained from the existing project, at the postal address or the web page given in the published call announcement.

Proposers are strongly recommended to familiarise themselves with the contract (Membership Agreement) and this document before deciding whether they wish to proceed with a proposal.

1.2 Funding of participation

Participation as a member to the Digital Business Ecosystem (DBE) project is on a cost-shared basis:

Only RTD and innovation related activities may be funded by the DBE and receive a grant of up to 50% of eligible costs.

The funding scheme is described in more detail in the documents referenced in the Chapter 7 below. Funding may be granted to any Small and Mid-size

[2] Incomplete proposals will be ineligible and therefore will not be evaluated.

Organization (SME)[3] established in a Member States of the EU, or in a state associated with the Sixth Framework programme, having its operative and/or legal venue in one of the following countries:

- Finland
- United Kingdom
- Spain

2. How to prepare a proposal

2.1 One stage submission

Proposals for selection as an additional member of the DBE project are submitted in a single stage, by submitting a complete proposal application that is prepared as described in this document.

2.2 The structure of a proposal

A proposal has two parts. Full details about preparing these parts are available in Chapter 7:

- **Part A** is a set of forms which collect necessary administrative data about the proposal and the proposer e.g. proposer's name and address, brief description of the work, total funding requested by type of activity etc..

- **Part B** comprises a structure or list of headings that should be followed, rather than a pre-prepared form. It describes among other things the nature of the proposed work, the participant and his role in the project. A recommended/maximum length is specified for the different sections.

2.3 Proposal language

The proposal must be prepared English, as also identified in the Call text.

3. Submission of proposals

Proposals have to be submitted on paper to the address given in the call text.
Proposals must be received by the closing date of the call. Late proposals will not be evaluated.

Proposal Part A – We recommend you to complete the forms using the template available in Chapter 7.
Proposal Part B – Prepare a text document following the outline supplied in Chapter 7:
- Each page of Part B **must** be numbered (preferably in the format "page X of Y").
- Each page of Part B **must** be headed with the acronym you have chosen

[3] A private sector organisation with fewer than 250 employees, has either an annual turnover not exceeding €50m, or an annual balance sheet not exceeding €43m and is not more than one quarter owned by firms which are not SMEs.

for your proposal.

Your proposal should be submitted as one complete unbound Part A and one complete unbound Part B. We will reproduce the number of copies needed by the evaluators, therefore:

- Print your proposal on white A4 paper, 80 g/m
- Print on one side of the paper only; no two-sided copies please
- Do not convey information using colour; the copies will be made in black and white
- Do not use glossy or surfaced paper
- Do not include paper clips or staples
- Do not include front or back covers of plastic, card etc.
- Do not bind your proposal

You are strongly advised to securely retain an additional complete unbound copy of your proposal.

3.1 Deadline for reception

Proposers are reminded that it is their own responsibility to ensure the timely submission of their proposal.
Proposals must be received before the deadline **at the address specified in the call**. If you send or deliver your proposal to any other address, its time of receipt is still based on its time of arrival at the address specified in the call, there is a high probability it will not reach that address in time.

3.2 Acknowledgement of receipt

As soon as possible after the close of call, an Acknowledgment of receipt will be mailed to you. The sending of an Acknowledgement of receipt does not imply that a proposal has been accepted as eligible for evaluation.

4. Proposal evaluation and selection

The consortium will evaluate proposals received in the light of the criteria that governed the Commission's original evaluation and selection of their project, using the forms available in Chapter 7 and with the assistance of at least three experts. The experts will be individuals from the fields of science, industry and/or with experience in the field of innovation and also with the highest level of knowledge, and who are internationally recognized authorities in the relevant specialist area.
Each independent expert will record his/her individual opinion of each proposal on the attached "individual" evaluation forms. They will then meet or communicate together to prepare a "consensus" form for each proposal. Using the scores given on the consensus form, the consortium will normally select the highest scoring proposal.
However, the consortium is not obliged to select the highest scoring proposal where it has objective grounds for objecting to the participant, for example commercial competition. In this case the choice may pass to the next-ranked proposal.
Also the consortium may conclude that even the highest scoring proposal is of inadequate quality, in which case it will make no selection. In the event of no selection being made, the consortium may or may not re-open the call at a later

date.

5. Proposer checklist

Your proposal you must check the following:

- Are you an SME?
- If your organization based (main office and /or legal vanue) based in Finland or United Kingdom or Spain?
- Have you completed both a Part A and a Part B?
- Does the instrument type on the header of each of your forms (Part A) indicate “Integrated project”?
- Is each page of your proposal headed with the proposal acronym
- Is each of the pages numbered (page X of Y)?
- Is your proposal prepared as one complete unbound single-sided paper copy (plus one additional copy for you to hold in reserve)?
- Is the copy of your proposal complete, with no pages missing?
- Is the complete set of proposal documentation placed in a package, correctly addressed using the address given in the call text?
- Last but not least, have you made all possible arrangements to ensure that the proposal arrives before the deadline?

6. Support to proposers

General support is available to proposers in the competitive calls for additional members in existing projects:

6.1 Information Desk for the call

The address from where you can get further information on the call is:
[Name]
[Address]
email:
tel:
fax:

6.2 National Contact Points

The DBE project supports a network of National Contact Points (NCPs), which can be helpful to organisations from their country both in general advice and particularly on preparing proposals. Organisations should contact the NCP of their own country for further information:

FINLAND

[Name]
[Address]
email:
tel:
fax:

UNITED KINGDOM

[Name]
[Address]
email:
tel:
fax:

SPAIN

[Name]
[Address]
email:
tel:
fax:

7. Proposal Templates

7.1 Part A

How to complete the proposal submission forms

Introduction

This document provides guidance on how to complete the attached administrative forms. These forms will be an integral part (‘Part A’) of your proposal for an Integrated Project. Proposals may be submitted either electronically or on paper**. You are strongly advised to prepare and submit your proposal electronically** (for the procedure see chapter “Electronic submission” of the guide for proposers).

How to complete the forms

- The co-ordinator fills in form A1 and A3;
- The participants already identified at the time of proposal submission (including the co-ordinator) fill in one A2 form each.

For potential future participants, not yet identified at the time of submission of the proposal but foreseen to join the consortium at a later stage, no A2 forms have to be filled. Their role, profile and tasks have to be described in part B of the proposal. The estimated budget foreseen for these future participants should be added to the coordinator’s budget in form A3 (no extra line).

Subcontractors are not required to fill in the A2 form and are not listed separately in the A3 form.

Explanatory notes are attached. Forms A1 to A3 submitted on paper may be machine-read at the Commission, so to avoid misreading of your proposal details, we would kindly ask you to read and follow these notes carefully. Please keep forms A1 to A3 as clean as possible and do not fold, staple or amend them with correction fluid. Enter your data only in the white space on the forms, and do not type outside the boundaries as the data then may be truncated in the Commission's database. **In form A3, use one line per participant. Ensure that each participant has one line and that the numbers of the participants correspond to the numbers defined in the A2 forms. In the A3 form do not add any lines or columns to the cost table. Use additional copies of the A3 sheet if there are more participants than the number of lines allows for.**

For questions requiring a choice between different boxes, please enter X in the appropriate space. In case of paper submission, you may find it easier to do this by hand in black ink, rather than try to line up a single typed character. For numbers, (amount, duration, etc.), please round to the nearest whole number. Do not insert any character or space to separate the digits in a number. Please remember to indicate the proposal short name (acronym) in all sheets of the forms (part A) where indicated, and on every page of the other parts, including any annexes. All costs must be given in € (euro) (and not kilo € (euro)) and must exclude value-added tax (VAT).

1 Proposal number

The proposal number will be assigned by the Commission on submission. Please leave the field empty.

2 Proposal Acronym

Provide a short title or acronym of no more than 20 characters (only alphanumeric, i.e. Latin letters and numbers, no special signs or characters), to be used to identify the proposal. The **same acronym should appear on each page of the proposal (part A and part B)** to prevent errors during its handling.

3 Proposal Title

Give a title no longer than 200 characters that should be understandable also to the non-specialist in your field.

4 Duration

Insert the estimated duration of the project in full months.

5 Call (part) Identifier

The call (part) identifier is the reference number given in the call or part of the call you are addressing, as indicated in the publication of the call in the Official Journal of the European Union.

6 Activity code(s) most relevant to your topic

Please insert the code for the activity of FP6 that is addressed by your proposal (for the list see http://www.cordis.lu/fp6/activitycodes). If you consider that your proposal aims at more than one activity of FP6, you can

indicate several codes (maximum three)., starting with the most relevant one. **This first codemust refer to an activity open in the call you are addressing.**

7 Keyword codes from thesaurus

Choose maximum 3 codes for keywords characterising your project from the hierarchical list available at http://www.cordis.lu/fp6/keywords.

8 Free keywords

In addition to the keywords from the hierarchical thesaurus, you have the possibility to freely choose additional words characterising your project (maximum 100 characters including spaces, commas etc.).

9 Abstract

You should not use more than 2000 characters. The abstract should, at a glance, provide the reader with a clear understanding of the objectives of the proposal and how the objectives will be achieved and their relevance to the objectives of the Specific Programme and the Work Programme. This summary will be used as the short description of the proposal in the evaluation process and in communications to the programme management committees and other interested parties. It must therefore be short and precise and should not contain confidential information. Please use plain typed text, avoiding formulae and other special characters. If the proposal is written in a language other than English, please include an English version of the proposal abstract in part B.

10 Previously submitted similar proposals or signed contracts

If one or several of the participants have submitted or are in the process of submitting the same or a similar proposal to other public funding programmes insert YES, else NO. If yes, give the programme name, year of submission and proposal number or contract number.

11 Organisation legal name

Official name of participant organisation. If applicable, name under which the participant is registered in the official trade registers.

12 Organisation short name

The short name chosen by the participant for this proposal. This should normally not be more than 20 characters and the same should be used for the participant in all documents relating to the proposal.

13 Address data

Fill in only the fields forming your complete postal address . If your address is specified by an indicator of location other than a street name and number, please insert this instead.

14 Country

Insert the name of the country as commonly used.

15 Activity Type

Please insert the abbreviation for the activity type most appropriate to the organisation (only one), according to the following explanations:

- **HE-Higher Education**: organisations only or mainly established for higher education/training, e. g. universities, colleges
- **RES-Research**: organisations only or mainly established for carrying out research activities
- **IND-Industry:** industrial organisations private and public, both manufacturing and industrial services – such as industrial software, design, control, repair, maintenance;
- **OTH-Others:** Organisations not fitting in one of the above categories

16 Legal status

Please insert only one abbreviation from the list below, according to the following explanations:

GOV: Governmental (local, regional or national public or governmental organisations e. g. libraries, hospitals, schools);
INO: International Organisation (i. e. an international organisation established by national governments);
JRC: Joint Research Centre (the Joint Research Centre of the European Community);
PUC: Public Commercial Organisation (i. e. commercial organisation established and owned by a public authority) ;
PRC: Private Commercial Organisation including Consultant (i. e. any commercial organisations owned by individuals either directly or by shares, physical persons);
EEIG: European Economic Interest Group;
PNP: Private Organisation, Non Profit (i. e. any privately owned non profit organisation).

17 Legal Status: If "EEIG"

If the organisation is a European Economic Interest Group you have to add a sheet to part B of the proposal listing the members of the group (legal names, addresses, dependencies). This is necessary to verify if the proposal meets the eligibility criterion of minimum partnership.

18 Legal Status: 'If 'PRC', Specify'

If you are a Private Commercial Organisation (PRC), please indicate the type of organisation
(e.g.: SA, LTD, GmbH, physical person etc.).

19 Small or Medium Sized Enterprise (SME)

To be regarded as an SME, your organisation must have:

- less than 250 full time equivalent employees

and

- an annual turnover not exceeding EUR 40 million **or** an annual balance sheet total not exceeding EUR 27 million,

and

- must not be controlled by 25% or more by a company which is not an SME (on the issue of control, see note 20).

If all the above conditions apply to the organisation insert YES, else NO.

20 Dependencies between participants

Two participants (legal entities) are dependent on each other where there is a controlling relationship between them:

- A legal entity is under the same direct or indirect control as another legal entity,

or

- A legal entity directly or indirectly controls another legal entity,

or

- A legal entity is directly or indirectly controlled by another legal entity.

Control:

Legal entity A controls legal entity B if:

- A, directly or indirectly, holds more than 50% of the share capital or a majority of voting rights of the shareholders or associates of B,

or

- A, directly or indirectly, holds in fact or in law the decision-making power in B

Direct or indirect holding of more than 50% of the nominal value of the issued share capital in a legal entity or a majority of voting rights of the shareholders or associates of the said entity by public investment corporations, institutional investors or venture-capital companies and funds shall not in itself constitute a controlling relationship.

Ownership or supervision of *legal entities* by the same *public body* shall not in itself give rise to a controlling relationship between them.

21 Character of dependence

Insert the appropriate abbreviation according to the list below to characterise the relation between your organisation and the other participant(s) you are related with:

- **SG**: Same group: if your organisation and the other participant are controlled by the same third party
- **CLS**: Controls: if your organisation controls the other participant
- **CLB**: Controlled by: if your organisation is controlled by the other participant

22 Person in charge

Please insert in this section the data of the main scientist or team leader in charge of the proposal for the participant. For participant number 1 (the co-ordinator), this will be the person the Commission will contact concerning this

proposal (e.g. for additional information, invitation to hearings, sending of evaluation results, convocation to negotiations).

23 Title
Please choose one of the following: Prof., Dr., Mr., Ms.

24 Sex
This information is required for statistical purposes. Please indicate with an F for female or an M for male as appropriate.

25 Phone and fax numbers
Please insert the full numbers including country and city/area code. Example +32-2-2991111.

26 Participant number
The number allocated by the consortium to the participant for this proposal. The **co-ordinator** of a proposal is always **number one**.

27 Requested grant to the budget and cost models

The **Community grant** requested for a proposal depends on the cost model applicable to each participant and on the costs for the different activities. At the proposal stage, costs and requested Community contribution have to be broken down by type of activity and by participant. There are no pre-defined cost categories. In establishing their budget participants should follow their own accounting rules.

Maximum contributions by activity type as percentage of the respective costs are as follows:

	Maximum grant as percentage of full costs (participants applying the FC or FCF model)	Maximum grant as percentage of additional costs (participants applying the AC model)
RTD activities (see note 28)	50%	100%
Demonstration activities (see note 29)	35%	100%
Innovation-related activities (see note 30)	50%	100%
Training activities (see note 31)	100%	100%
Consortium management activities (see note 32)	100% (up to a maximum percentage of 7% of the Community contribution)	100% (up to a maximum percentage of 7% of the Community contribution)

The **cost models** to be applied by the participants are:

- **FC**: a full-cost model in which all actual eligible direct and actual eligible indirect costs may be charged to the contract;

- **FCF**: a simplified variant of the full-cost model, in which all actual eligible direct costs may be charged to the contract, together with a flat rate for indirect costs. This flat rate is equal to 20% of all direct eligible costs minus the costs of subcontracts.;
- **AC**: an additional-cost model, covering all eligible direct costs that are additional to the recurring costs of a participant (with the exception of consortium management for which recurring costs would also be eligible), together with a flat rate for indirect costs. This flat rate is equal to 20% of all direct additional costs minus the costs of subcontracts.

Which cost model to use

Which cost model to use depends on the type of legal entity concerned and the accounting system:

Cost model	Who can use it ?
FC	- All legal entities except physical persons
FCF	- Non-commercial or non-profit organisations - International organisations (like CERN, ESA, EMBL) - Small or Medium-Sized Enterprises (SMEs)
AC	- Physical persons (only cost model open to physical persons) - **Only** non-commercial or non-profit organisations or international organisations **not** having an accounting system allowing them to distinguish the share of their direct and indirect costs

Each contractor shall apply the same cost reporting model in all contracts established under the Sixth Framework Programme. As a derogation to this principle:

- any legal entity which is eligible to opt for the AC model in a first contract can change to the FCF or the FC model in a later contract (except physical persons). If it does so, it must then use the new cost reporting model in subsequent contracts;
- any legal entity which is eligible to opt for the FCF model in a first contract can change to the FC model in a later contract. If it does so, it must then use the new cost reporting model in subsequent contracts.

Eligible costs

Eligible costs for FP6 contracts must be:

- actual, economic and necessary for the implementation of the project;
- determined in accordance with the usual accounting principles of the contractor;
- incurred during the duration of the project ;
- recorded in the accounts of the contractors (or third parties where third party resources have been agreed).

They exclude indirect taxes, interest, provisions for future losses or charges, exchange losses, costs related to other Community projects, return on capital, debt and debt service charges, excessive and reckless expenses and any cost which does not meet the criteria in the first four bullets.

28 RTD activities

RTD activities are all activities directly aimed at creating new knowledge. They form the core of the Integrated Projects and Specific Targeted Research Projects.

29 Demonstration activities

Integrated Projects may contain a demonstration component to prove the viability of new technologies that offer a potential economic advantage, but which cannot be commercialised directly (e.g. testing of product-like prototypes).

30 Innovation-related activities

Projects should include activities relating to the protection and dissemination of knowledge, and, when relevant, studies on the wider societal impact of that knowledge, activities to promote the exploitation of the results, and "take-up" actions. These activities are inter-related and should be conceived and implemented in a coherent way:

- **intellectual property protection**: protection of the knowledge resulting from the project (including patent searches, filing of patent (or other IPR) applications, etc.);
- **dissemination activities** beyond the consortium: publications, conferences, workshops and Web-based activities aiming at disseminating the knowledge and technology produced;
- **studies on socio-economic aspects**: assessment of the expected socio-economic impact of the knowledge and technology generated, as well as analysis of the factors that would influence their exploitation (e.g. standardisation, ethical and regulatory aspects, etc.);
- **activities promoting the exploitation of the results**: development of the plan for the use and dissemination of the knowledge produced, feasibility studies for the creation of spin-offs, etc, "take-up" activities to promote the early or broad application of state-of-the-art technologies. Take-up activities include the assessment, trial and validation of promising, but not fully established, technologies and solutions, easier access to and the transfer of best practices for the early use and exploitation of technologies. In particular, they will be expected to target SMEs.

31 Training activities

Integrated projects are likely to provide an excellent vehicle for the advanced **training of researchers and other key staff, research managers, industrial executives (in particular for SMEs), and potential users** of the knowledge produced within the project. Such training activities should contribute to the professional development of the persons concerned. The salary costs of those being trained are not eligible costs.

32 Consortium management activities

Projects will require particular attention by the consortium to overall management and co-ordination issues. Over and above the technical management of individual work packages, an appropriate management framework linking together all the project components and maintaining

communications with the Commission will be needed. Depending on the size and scope of a project, a specially constituted management team with dedicated staff covering a range of skills may need to be set up.

Consortium management activities include:

- coordination of the technical activities of the project;
- the overall legal, contractual, ethical, financial and administrative management;
- coordination of knowledge management;
- overseeing the promotion of gender equality in the project;
- overseeing science and society issues related to the research activities conducted within the project;
- obtaining audit certificates by each of the participants;
- implementation of competitive calls by the consortium for the participation of new participants, in accordance with the provisions of the contract;
- maintenance of the consortium agreement;
- obtaining any financial security such as bank guarantees when requested by the Commission.

33 (Sub-)Total

If the number of lines in the table on form A3 is not sufficient for your consortium, please use additional copies of A3. **Do not add lines to the cost table.** Indicate at the bottom the total number of A3 sheets used and the number of each sheet. On each sheet, except on the last one, insert the total values per sheet. On the last sheet, insert the overall totals.

A1 – Proposal Submission Forms

Proposal Number[1]		Proposal Acronym[2]	

General Information on the Proposal			
Proposal Title[3] (max. 200 char.)			
Activity code(s) most relevant to your topic[6]			
Keyword code 1[7]			
Keyword code 2[7]			
Keyword code 3[7]			
Free keywords[8]			
Abstract[9] (max. 500 char.)			

For a proposal to be considered as complete, all questions must be answered. If a field is not applicable to you, please enter –

A2 – Proposal Submission Forms

Proposal Number[1]		Proposal Acronym[2]	

Information on Participants					
Participant number[26]					
Participant organisation					
Organisation legal name[11]					
Organisation short name[12]					
Legal address					
PO Box[13]		*Postal Code[13]*		*Cedex[13]*	
Street name and number[13]					
Town[13]		*Country[14]*			
Internet homepage					
Activity Type HE, RES, IND, OTH[15]		*Legal Status GOV, INO, JRC, PUC, PRC, EEIG[17], PNP[16]*			
If Legal Status "PRC", specify[18]					
Is the organisation a Small or Medium-Sized Enterprise (SME)?[19]	YES/NO				
Are there dependencies between the organisation and (an)other participant(s) ?[20]	YES/NO				
If yes, participant number		*If yes, participant short name*			
Character of dependence SG, CLS, CLB[21]					
If yes, participant number		*If yes, participant short name*			
Character of dependence SG, CLS, CLB[21]					
If yes, participant number		*If yes, participant short name*			
Character of dependence SG, CLS, CLB[21]					
Person in charge[22]					
Name		*First name(s)*			
Title[23]		*Sex: Female=F, Male=M[24]*			
Department/Faculty/Institute/ Laboratory name					
Address (if different from above)					
PO Box[13]		*Postal Code[13]*		*Cedex[13]*	
Street name and number[13]					

Town[13]		*Country*[14]	
Phone 1[25]		*Phone 2*[25]	
e-mail		*Fax*[25]	

A3 – Proposal Submission Forms

Proposal Number[1]		*Proposal Acronym*[2]	

		RTD[28] *and innovation-related*[30] *activities*		*Demonstration activities*[29]		*Total*	
Participant n°[26]	*Cost model*[27]	*Costs* (€)	*Requested grant to the budget*[27] (€)	*Costs* (€)	*Requested grant to the budget*[27] (€)	*Costs* (€)	*Requested grant to the budget*[27] (€)
1		0	0	0	0	0	0
		0	0	0	0	0	0
		0	0	0	0	0	0
		0	0	0	0	0	0
		0	0	0	0	0	0
		0	0	0	0	0	0
(Sub)-total[33]		0	0	0	0	0	0

Please use additional copies of form A3 if the number of lines is not sufficient

7.2 Part B

Proposal Part B

INSTRUCTIONS FOR PREPARING PART B OF A PROPOSAL FOR INCLUSION AS AN ADDITIONAL MEMBER IN AN INTEGRATED PROJECTS IN THE SIXTH FRAMEWORK PROGRAMME.

Front page

Full title of the existing project you wish to join
Acronym of the existing project
Contract number of existing project
Type of instrument
in this case: Integrated project
Date of preparation of your proposal
Your organisation name
Name of the coordinating person
Coordinator telephone number
Coordinator email
Coordinator fax

2.3 Contents page

Show contents list

2.3 Proposal summary page

Full title of the existing project you wish to join
Acronym of the existing project
Proposal abstract copied from Part A (if not in English, include an English translation)

B.0 Component (s) description

Indicate which tasks within the **call** this proposal addresses (The call may be a multi-part call, with several different sets of tasks, in which case you must identify here which set of tasks your proposal is addressing. If this is not the case, then simply state here that you address all tasks in the call).
Explain how your work is comprised of a number of different components (major elements or blocks of work). Describe each of these components. Show the relevance and contribution of each to your work as a whole and for the DBE project.
(Recommended length – three pages)

B.1 Integration Activities

Explain the action plan you expect to apply to integrate your software components into the DBE platform.

Clearly indicate a workplan of integration, keeping in mind that the whole integration has to be performed in 5 months (for drivers) or 6 months (for developers and users)
(Recommended length – four pages)

B.2 Description of the participant(s)

Describe your organisation. Demonstrate that you are capable of achieving the objectives, and how you are suited and are committed to the tasks which will be assigned to you. Show complementarity between yourself and the existing participants.
(Recommended length – two pages)
Other countries: If you are based outside of the EU Member and Associated states, explain in terms of the project's objectives why you should be included, describe the level of importance of your contribution to the project and the unique skills or qualities which you bring from outside the EU/AS.
(Recommended length – one page).

B.3 Project resources

Project Effort Form.

Complete the Project Effort Form (given below) to show your effort associated with each activity identified in the sections above
(As a solo participant, you complete the column for "Participant no. 1"and then insert identical figures n the column "Total participants"). Describe and justify carefully your requests.
(Recommended length – two pages).

B.4 Other issues

If relevant to your work package, show how you will contribute to the project's efforts to engage with actors beyond the research community. If there are gender issues associated with the work, show how they have been adequately taken into account.
If there are ethical issues associated with your activities within the network, show how they have been taken into account.

Annex 4 - The Membership Agreement Template

Digital Business Ecosystem (DBE)

Contract n° 507953

MEMBERSHIP AGREEMENT

Between

…………………

And

………..

MEMBERSHIP AGREEMENT No *xxxxxxxxx*
(No of basic contract 507953)

A membership agreement is hereby concluded between:

…………, established in ………………..,

of the one part, and

…………, established in ………………..,

of the other part,
collectively "the parties", represented by their authorised representatives.
In the framework of the specific programme for research, technological development and demonstration on a user-friendly information society (2002-2006), the "IST Programme", the *principal contractor* concluded contract No 507953 to realise an Integrated Project entitled ***Digital Business Ecosystem***,

IN THE LIGHT OF THE FOREGOING, THE PARTIES HAVE AGREED AS

FOLLOWS:

Article 1 - Subject matter of the membership agreement
The purpose of this membership agreement is to enable the member to contribute, together with the principal contractor, to the implementation of the provisions of the basic contract in accordance with the conditions provided for in this agreement.

Article 2 - Conditions
The parties to the membership agreement shall be bound *mutatis mutandis* by the conditions of the basic contract and its Annexes, which are an integral part of the agreement (Annex A),.

Article 3 - Scope
1. The member shall perform his share of the work pursuant to this membership agreement in compliance with the requirements of Annex A, the basic contract.
2. The work carried out by the project member may be the subject of a technical audit in accordance with Article of Annex A
3. Follows the list of activity do be done:
   …..
   …..

Article 4 - Entry into force of the membership agreement
Subject to signature of the membership agreement on behalf of the parties within three months of the date of commencement of the basic contract, the agreement shall enter into force retroactively from the date of commencement of the basic contract. If the membership agreement is signed on behalf of the parties three months after the date of commencement of the basic contract, the agreement shall enter into force from the date of the last signature.

Article 5 - Completion, expiry or termination of the membership agreement

1. The work to be performed under the membership agreement shall be deemed to be completed on the date of approval by the Commission of the tasks to be performed by the member under Annex A.
2. The membership agreement shall automatically terminate on the date of completion or termination of the basic contract.
3. The principal contractor may, with the written agreement of the DBE partner, or shall, at the written request of the DBE partner, immediately terminate the participation of the member if he fails to meet in full his contractual obligations pursuant to the basic contract or this membership agreement. The principal contractor shall determine, in a letter sent to the member, the period of notice, which shall not exceed one month from the date of receipt of that letter.
4. Each party may terminate this agreement subject to two months' written notice.

Article 6 - Applicable law and jurisdiction

1. The law of ***…..*** shall govern this membership agreement.
2. The Court of First Instance of the European Communities and, in the case of an appeal, the **Court of Justice of the European Communities** shall have sole jurisdiction to hear any disputes between *the parties*, as regards the validity, the applications or any interpretation of this contract.

Article 7 - Amendments

The membership agreement may be amended, with the prior written authorisation of the Commission, only by written agreement between the authorised representatives of the parties.

Article 8 - Final provisions

1. The following Annexes are an integral part of this agreement:
   Annex A: Basic contract **(to be produced by the Regional Catalyst)**
2. The agreement shall be signed by the parties in ***two*** copies in ***English*** and only that language version shall be authentic.

For the parties	Signature and title	Date
1. …….	....	....
2. ……	....	....

Annex 5 - Acknowledgment of receipt

(to be prepared on DBE's headed paper)

Name and address of proposer:
Date of sending:

Acknowledgement of receipt

Dear XXX,

Thank you for submitting your proposal for consideration as an additional member in The Digital Business Ecosystem (DBE) project.

Your proposal has been timed as arriving at XXX hours on XXX date.

The evaluation of all the proposals which have arrived before the close of this call will take place in the next few weeks. You will be notified as soon as possible after this of whether your proposal has been successful.

On behalf of in colleagues in the DBE project I would like to thank you for your interest in our activities.

Your sincerely,

Annex 6 - Individual Assessment Report for an Integrated Project

Proposal id :

1 – poor: 2 – fair: 3 – good: 4 - very good: 5 – excellent; 0 -the proposal fails to address the issue/cannot be judged against the criterion due to missing or incomplete information Half marks may be given

1. Technical excellence *(Threshold 4/5)*	**Mark:**
2. Quality of the proposer *(Threshold 3/5)*	**Mark:**
3. Economic vs Quality *(Threshold 3/5)*	**Mark:**
Overall score *(Threshold 10/15)*	**Mark:**

I declare that, to the best of my knowledge, I have no direct or indirect conflict of interest in the evaluation of this proposal

Name
Signature
Date

Annex 7 - Consensus Report for an Integrated Project

Proposal id :

1 – poor: 2 – fair: 3 – good: 4 - very good: 5 – excellent; 0 -the proposal fails to address the issue/cannot be judged against the criterion due to missing or incomplete information Half marks may be given

1. Technical excellence *(Threshold 4/5)*	**Mark:**
2. Quality of the proposer *(Threshold 3/5)*	**Mark:**
3. Economic vs Quality *(Threshold 3/5)*	**Mark:**
Overall score *(Threshold 10/15)*	**Mark:**

I declare that, to the best of my knowledge, I have no direct or indirect conflict of interest in the evaluation of this proposal

	Evaluator 1	**Evaluator 2**	**Evaluator 3**
Name			
Signature			
Date			