Europeana Space
Spaces of possibility for the creative reuse of Europeana’s content
CIP Best practice network - project number 621037

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<td>Due date</td>
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<th>Included (indicate as appropriate)</th>
<th>Executive Summary</th>
<th>Abstract</th>
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COMPETITIVENESS AND INNOVATION FRAMEWORK PROGRAMME
EUROPEANA SPACE
GRANT AGREEMENT 621037

Context:

Partner responsible for deliverable | Coventry University
Deliverable author(s) | Tim Hammerton
Deliverable version number | V2.2

Dissemination Level

Public
Restricted to other programme participants (including the Commission Services)
Restricted to a group specified by the consortium (including the Commission Services)
Confidential, only for members of the consortium (including the Commission Services)

History:

Change log

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<td>Tim Hammerton and Sharon Cartwright</td>
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<td>2.0</td>
<td>04/04/2014</td>
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<td>Version updated for QA peer review</td>
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<td>07/04/2014</td>
<td>Tim Hammerton</td>
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<tr>
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<td>29/04/2014</td>
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Release approval

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<td>Tiziana Lombardo, FST</td>
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Statement of originality:
This deliverable contains original unpublished work except where clearly indicated otherwise. Acknowledgement of previously published material and of the work of others has been made through appropriate citation, quotation or both.
## COMPETITIVENESS AND INNOVATION FRAMEWORK PROGRAMME

EUROPEANA SPACE

GRANT AGREEMENT 621037

## EUROPEANA SPACE

**SPACES OF POSSIBILITY FOR THE CREATIVE RE-USE OF EUROPEANA’S CONTENT**

**ICT – PSP – CIP – BEST PRACTICE NETWORK**

### PROJECT HANDBOOK

<table>
<thead>
<tr>
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<td>Work Package</td>
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<tr>
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<td>29 April 2014</td>
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<td>Status:</td>
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*Notices* This project is part funded by the European Commission under the CIP Framework Programme 2007-13
## Version Control

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<td>V1.0</td>
<td>Initial Draft released to the Partner at the Kick-off meeting</td>
<td>4 February 2014</td>
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<td>New section 1 added for project overview; added E Space logo; clarified roles of Project Manager and Project Coordinator; greater definition of WP Leader role; changed the order of the Communication Section and changed the Meeting Schedule section into Project Meetings; updated the Project Events Schedule; swapped the order of the Reporting and Financial Conditions sections; significantly enhanced the Financial Conditions section including adding the Commission guidance on ‘other direct costs’ and providing details of the projects subcontracted and purchasing requirements; updated the Quality Assurance Cycle and added in two project reporting and an amendment to the DoW template. Other minor amendments have been made throughout the document.</td>
<td>4 April 2014</td>
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<tr>
<td>V2.1</td>
<td>Added project deliverable allocation timetable and milestones</td>
<td>7 April 2014</td>
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<tr>
<td>V2.2</td>
<td>Added details of BPN in 2.8, General Assembly in 3.2, added a new section 3.3 Project Board, enhanced the Technical Coordinator 3.5 section, as well as 3.8 External Advisory Board and added a reference to quality into 4.4 Emergency Procedures. Updated Section 4 in line with the draft Consortium Agreement. Revised the peer review allocation table in Section 7. Added the new deliverables template in place of the cover sheet.</td>
<td>29 April 2014</td>
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Executive Summary

The purpose of this document is to provide an overview of the internal management, administrative and quality procedures of the Europeana Space project in order to ensure efficient project execution as well as high quality project results. The document will provide the partners with a concise reference to the project management structure, tasks, responsibilities, reporting requirements, finance information and quality processes.

1 Introduction

1.1 Summary

This document specifically covers the following areas:

- A summary of the European Commission’s requirements
- Administrative project management processes that ensure accurate financial reporting and justification of the work being carried out.
- General project management processes that ensure tight co-ordination of activities resulting in high quality deliverables.
- An internal communication strategy that ensures clear and effective communication between the Partners and that allows for the early escalation and the timely resolution of management and technical issues.
- Details of the process for the quality review of project deliverables.
- External communication, dissemination and exploitation processes that ensure a unified presentation of the project to the public at large as well as protect the IPR of the Partners. (Further details will be provided within the Europeana Space Communication and Dissemination Plan.)

1.2 Precedence

The general principles for the project execution have been defined in the EC Grant Agreement (GA), the Description of Work (DoW) and the Consortium Agreement (CA). The Project Handbook does not replace any of these established agreements, or replace any of the EC guidelines for project implementation and documentation.

All partners have received a copy of the Grant Agreement from the Project Coordinator for information and guidance for project activities. A copy of the Grant Agreement and its Annexes are available online within the project’s repository, hosted in the reserved partner area of the project’s website.
2 Project Outline

2.1 Project Description

The objective of Europeana Space is to increase and enhance the creative industries’ use of Europeana by delivering a range of resources to support their engagement. The use of Europeana and other content sources by the creative industries is still limited by factors including issues around the IPR status of content and the need for business models demonstrating the potential for exploitation of available content. In addressing these problems Europeana Space brings together high-level key expertise from the European creative industries, technology-based enterprises, the cultural heritage sector and higher education.

Europeana Space will build 3 Spaces, the Technical, Content and Innovation Spaces: physical and virtual environments to enable the creative re-use of cultural content. They will contain online guidelines and tools, a technical framework; a platform for IPR management; hackathons and workshops to inspire and support content providers, technology partners, creators and industry bodies to develop new content-based services and applications; and incubation/mentoring by business experts to stimulate and support creative entrepreneurship. 6 Pilots and 3 Demonstrators will present innovative models of content use in interactive Europeana TV, Photography, Dance, Games, Open and Hybrid Publishing, and Museums. A wide-ranging dissemination and sustainability programme will ensure Europe-wide penetration of the Best Practices developed and shared through the project.

Europeana Space will address all sectors of the creative industries, from content providers to producers, exhibitors, artists and makers of cultural/creative content, publishers, broadcasters, telecoms and distributors of digital content. Its impact will be significantly increased use of Europeana and new opportunities for employment and economic growth within the creative industries through continuing development of innovative applications and services based on Europe’s rich digital cultural resources.

2.2 Work Package 1 – Project Management

The role of WP1 Project Management is to:

- coordinate the activities of the project through an effective management structure
- ensure timely and high quality deliverables
- coordinate the quality assurance process
- stimulate and encourage all work-packages
- monitor and facilitate progress
- identify and overcome obstacles and issues before they delay or disrupt the project
- evaluate progress and track it against agreed success indicators
- liaise as necessary with the Commission
• manage the consortium, particularly in terms of
  o Internal communication, roles and responsibilities
  o Decision-making and consensus
  o Knowledge sharing and synergy across domain boundaries
  o Integration of new creative companies in the Europeana Space hackathons
• coordinate the joint development of the Europeana Labs infrastructure, in cooperation with the Europeana Creative project

2.3 Work Package 2 – Technical Space: Infrastructure and tools for content access, use and storage

The main objective of this work package is the joint development, together with the Europeana Creative project, of Europeana Labs, the infrastructure that provides access to the content of Europeana. Its main outcome will be the Technical Space consisting of the Data Infrastructure, the Metadata Processing Unit and the Access APIs that will facilitate the development of applications based on cultural content and the production of the six thematic Pilots.

2.4 Work Package 3 – Content Space: Rights management for creative exploitation of Europeana’s content

The objectives of Work Package 3 are to:
• provide tools for the identification of IP rights within Europeana and related content
• develop a typology of business model strategies for the creative use and re-use of European content and the place of IP rights in those strategies
• initiate a roadmap of the current Europeana content that is available for use and the varied ways in which that content can be re-used
• facilitate ease of content re-use by improving the rights labelling of content in Europeana
• raise awareness about procedures for clearing rights for short and long term exploitation of creative content
• highlight the role that technical protection measures can play in relation to digital content
• create a platform for the exchange of open content
• harmonise tools and knowledge resources into the Content Space.

2.5 Work Package 4 – Europeana Space Scenarios: development of Pilots in the six thematic areas

WP4 refers to the implementation of the Europeana Space Pilots. Specific objectives are:
• to establish a common methodology for the Pilots and a framework for monitoring and validating the deliverables
• to run experimental Pilots and explore different scenarios of content re-use in the six thematic areas defined by Europeana Space, namely:
2.6 Work Package 5 – Innovation Space: Valorisation and exploitation in the Creative Industries

Within WP5, the tools developed during the six Pilots will be further used as the basis for continued experimentation and innovation through a series of dedicated hackathons and workshops. These are expected to produce new applications and services based on Europeana’s resources. Business support and incubation will be wrapped around these outputs through the course of WP5, in order to support the identification of routes to market and further exploitation by the cultural industries. Clear IPR and licensing of the project’s results will be established to ensure open access and wider re-use.

The work package’s objectives are to:

- provide a detailed map of the market potential for new applications and services, which will inform the development of business models for their exploitation
- deliver six themed hackathons in which the Pilot results will provide models and form the basis for further experimentation and innovation in developing new prototype services and applications based on Europeana’s resources
- deliver six workshops on monetising content
- agree criteria for the selection of projects to be taken into further development and carry out the selection of these
- provide mentoring and incubation support to enterprises whose products are selected for further development
- provide demonstrator models of best practice, based on different (mostly but not only non-commercial) business and rights models, for extending the use of Europeana and other digital content to the arena of education, in order to boost creativity and creative skills in teaching and learning.
2.7 Work Package 6 – Communication, dissemination and sustainability

WP6 aims to develop and build the Europeana Space community; firstly, consolidating the Europeana Space partner community; secondly, establishing contacts and dialogue with representatives of external targeted organisations and other initiatives and stakeholders; and thirdly, widely and regularly disseminating and demonstrating Europeana Space project results; finally delivering the plan for the sustainability of the network beyond the EC funding period. Multilingual access to information and resources will be ensured, by providing multilingual information in the dissemination material, in online communications and multilingual executive summaries of the relevant publications produced by the project.

Specific objectives are:

- To disseminate the project, its progress and outcomes for awareness-raising among the targeted stakeholders in order to increase engagement; and to a wider European audience for general visibility
- To build up a community of external stakeholders (content providers, developers, creative industry entrepreneurs, etc) aiming at facilitating wider deployment and use of the project results, building consensus with external communities and developing and scaling-up the Europeana Space network in order to attract new members
- To provide demonstrations of innovative applications and solutions to stakeholders, the commercial sector and potential customers of the Europeana Space outcomes (cultural industries, education, tourism and culture managers, national and local governments)
- To establish interaction with other relevant European initiatives including other Best Practice Networks
- To participate in concertation events organised by the European Commission
- To participate actively in the Europeana Network, and contribute to Europeana’s professional website
- To assess the main socio-cultural and economic impacts of Europeana Space, in particular on the creative industries and on Europeana, with the long-term objective of creative engagement of industry partners with cultural content; and thus to sustain the network itself.

2.8 Funding Stream

The project is funded by DG CNECT, within the European Commission through the Competitive and Innovation Framework Programme (CIP). Within this programme, there is a specific call which Europeana Space is funded through; the ICT Policy Support Programme (ICT-PSP). The Europeana Space project is a Best Practice Network.
Best Practice Networks promote the adoption of standards and specifications for making European digital libraries more accessible and usable by combining the "consensus building and awareness raising" function of a thematic network with the large-scale implementation in real-life context of one or more concrete specifications or standards by its members. Each BPN tries out, on a sufficient mass of content, one or more of the implementation approaches discussed in the network in order to draw conclusions on their validity and if necessary to adapt them.

The Commission can organise, as appropriate, "clustering meetings" for different BPNs, inviting all relevant stakeholders (including representatives of other relevant projects under EU programmes, of relevant European and international bodies etc.) in order to achieve broad consensus and create the conditions for the widest possible uptake of the recommendations of the BPNs.

The final output of the BPN should therefore reflect both the results of the large scale implementations and the results and recommendations of the clustering activities.
3 Project Organisational Structure

3.1 Overview

The following diagram represents the organisation of the project.

![Project Organisational Structure Diagram]

Figure 1: Project Organisational Structure

The project’s management and administrative functions will be provided as shown below:

3.2 General Assembly (GnA)

The General Assembly (GnA) will be chaired by the Project Coordinator (PC) and will be formed by representatives from each partner. Each will partner nominate an individual as its representative either before or at the kick-off meeting. The partner representative will have the authority to commit the partner to decisions, and will be responsible for submitting any technical document contributions required to the appropriate WP Leader, and supervise the preparation of any technical deliverable for which the partner is responsible.
Where the nominated representative is unavailable, a substitute can attend and vote at project meetings. In this instance or where there is a change to a nominated representative, the partner should notify the Project Manager at the first opportunity.

The General Assembly is responsible for the:
- determination of the overall project strategy
- overall co-ordination of project developments
- oversight of partners’ utilisation of the resources allocated to the project
- achievement of the set objectives
- authorisation of amendments to the contract
- monitoring of project progresses, achievements, and costs
- oversight of the dissemination and exploitation of project results and outputs.

3.3 Project Board (PB)

The Project Board is the supervisory body for the execution of the project which reports to and is accountable to the GnA. The PB is responsible for ensuring that GnA decisions are implemented, as well as ensuring project compliance with the Grant Agreement/ Description of Work.

3.4 Project Coordinator (and Project Team) (PC)

The Project Coordinator (PC), together with the Project Manager (PM) will be responsible for the overall project (quality and financial) management. With the support of the Project Team, the PC will directly work with the WP Leaders who will keep the Team informed about the evolution of the activities carried out and send alerts when any potential issue may happen. The PC and PM are also responsible for the Management WP1 and have to ensure that all project documents are prepared with the contribution of all partners. In the execution of its functions, the PC will concertise his/her actions with the other members of the Project Board.

The Project Coordinator and Project Manager will be the sole link between the consortium and the EC Project Officer. The European Commission Project Officer is directly responsible for overseeing progress and reviewing the project. Any questions that partners may have should be passed to the Project Team to either resolve or escalate to the EC Project Officer.

3.5 Technical Coordinator (TC)

The Technical Coordinator (TC) supports the PC and is responsible for co-ordinating the tasks. The TC supervises the activities in the work packages and ensures compliance with the project plan. The TC will also take responsibility for dissemination and policy communication relating to work packages and sustaining the results of the project.
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The TC provides a robust managerial structure to ensure the delivery of efficient and effective project activity and far-reaching project results.

The TC will liaise directly with the partners and ensure a seamless communication process with the PC and PM on matters of project progress and technical issues. The TC, PC and PM e-mail several times each week to discuss issues, align strategies and coordinate activities and hold online meetings, as required.

3.6 Work Package Leaders (WPLs)

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<th>Description</th>
<th>WP Leader</th>
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<td>WP1</td>
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<td>COVUNI</td>
<td>Sarah Whatley and Tim Hammerton</td>
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<td>WP2*</td>
<td>Technical Space: Infrastructure and tools for content access, use and storage</td>
<td>NTUA</td>
<td>Stefanos Kollias</td>
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<td>WP3</td>
<td>Content Space: Rights management for creative exploitation of Europeana content</td>
<td>UNEXE with PACKED</td>
<td>Charlotte Waelde with Barbara Dierickx</td>
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<td>Europeana Space Scenarios: development of Pilots in the six thematic areas</td>
<td>IMINDS with PROMOTER</td>
<td>Peter Schelkens with Antonella Fresa</td>
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<td>Innovative Space: Valorisation and exploitation in the Creative Industries</td>
<td>NISV with KU LEUVEN</td>
<td>Johan Oomen with Fred Truyen</td>
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<tr>
<td>WP6</td>
<td>Communication, dissemination and sustainability</td>
<td>PROMOTER</td>
<td>Antonella Fresa</td>
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Due to the number of partners involved with the project, some work packages have a primary and secondary Work Package Leader appointed.

* At the request of the Commission, WP2 now entails the joint activity between the Europeana Space and Europeana Creative projects for the development of the Europeana Labs website.

Work Package Leaders (WPLs) will be directly managed by the TC and the PM who will be in regular contact. The WPLs have detailed co-ordination of their WP, which entails the definition of the roles of the partners as well as the preparation, planning, undertaking and reporting of the activities of the WP. The WP Leader(s) will, therefore, be responsible for achieving the objectives, for the quality of the products and for technical reporting to the PC and the General Assembly any conflicts or problems that can arise within their WP. The WPLs must have a global vision of the activities of the various WPs. In particular, the WP leaders will have to carry out the following tasks:
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- coordinate the work of the other organisations involved within the WP;
- organise meetings with the other partners involved in the WP, when this is necessary, in order to ensure that the envisaged activities are carried out, the objectives and products are obtained and deadlines are respected. (Wherever possible, WP meetings should take place alongside plenary meetings);
- contribute to ensuring the coordination and communication of all the horizontal activities;
- report to the General Assembly any conflicts or problems that can arise within their WP;
- maintain close contact with the PC and Project Team;
- fully participate within the overall monitoring activities carried out by the PM, including submitting a regular report of activities within the work package;
- work closely to support the activities of Task Leaders;
- provide inputs for the preparation of the project newsletters;
- co-operate in the implementation of all the dissemination activities;
- attend/present on activity relating to the WP at Commission Technical Review Meetings.

3.7 Task Leaders (TL)

Task Leaders (including Pilot Coordinators) will be directly managed by their appropriate WP Leader(s) and will be in charge of:
- ensuring the correct procedures during their task lifecycle in order to get the best results;
- informing their WP Leader about any technical, procedural, administrative issue that could prevent the task and activity from getting the best results;
- working closely with the other partners involved within their tasks;
- participate within Commission Technical Review Meetings, as appropriate.

3.8 External Advisory Board (EAB)

The External Advisory Board (EAB) is composed of prominent members of the European community. The purpose of the Board is to provide technical expertise and advice to the project across a range of disciplines related to the project’s work.

Each partner was asked to provide nominations of key individuals during the kick-off meeting; ideally there would be a representative with expertise in of each of the six pilot areas. Once identified, the Project Board considers the candidates and, where appropriate, contacts them to see if they would be interested in taking on the role. The GnA would have to approve all nominations before formal invitations to participate are sent to prospective EAB members.

The EAB will conduct most of its business electronically; where necessary it will meet once a year at a time concurrent with other project meetings. Members will also be invited to major project events such as the international conferences.
4 Communications

4.1 General Assembly Meeting Rules

The following section summarises the rules and procedures for GnA Meetings.

The details provided here are aligned to the project’s Consortium Agreement; the document that is agreed by the General Assembly. Should there be any discrepancy between this handbook and the Consortium Agreement, the conditions of the Consortium Agreement will take precedence.

4.1.1 Purpose

The GnA Meetings serve as a forum for making decisions concerning the progress and outcome of the project.

4.1.2 General Rules

These will be in line with the standards agreed within the Consortium Agreement.

Meeting Notice: The Coordinator must give notice in writing 45 calendar days prior to holding a Face-to-Face meeting or 7 calendar days prior to holding a teleconference.

Special Meetings: The Project Coordinator shall convene extraordinary meetings at any time upon written request of 1/3 of members of the GnA.

Agenda Notice: The Project Coordinator must send the agenda 14 calendar days prior to a face-to-face meeting or 3 Working days prior to a teleconference.

Agenda Contributions: Any Partner may submit agenda items up until 7 calendar days prior to a face to face meeting, 1 day before a teleconference or online meeting or on the day of meeting with unanimous approval of the GnA.

Any agenda item requiring a decision by members of the GnA must be identified as such on the agenda.

Minutes: The Project Team must make the minutes available within 10 Calendar days of the meeting. Partners may comment on the minutes up until 15 Calendar days after the minutes have been made available. Following this, the minutes are considered accepted and published online in the reserved area of the project’s website.

4.1.3 Voting

Quorum: Two-thirds of the GnA members must be present to establish a Quorum for formal deliberations to take place.

Voting Representative: Each Partner has one vote, if absent then the Project Coordinator as the lead will have the partner vote and decisions will be taken on a majority basis.
Proxy: Each Partner may appoint a substitute or a proxy to attend and vote at any meeting; however, this must be submitted in writing to the Project Manager prior to the meeting.

Decision Making: The GnA shall attempt to make decisions by consensus by the unanimous vote of all members present or represented, but where this is not possible, a simple majority vote is required for most decisions (as detailed within the Consortium Agreement).

IPR-related Decisions: These decisions require a unanimous vote.

Defaulting Parties / Project Termination or Suspension: These decisions require unanimous vote.

4.1.4 Veto

Right to Veto: A partner has the right to veto, if it can show that its own work, time for performance, costs, liabilities, intellectual property rights or other legitimate interests would be severely affected by a specific decision.

Veto Vote: In the case of a veto, each partner must be present to vote if the decision has been included on the agenda prior to the meeting.

4.2 General Assembly Meeting Role

General Assembly meetings will be organised to evaluate overall progress and achievement, co-ordinate project-related interactions among partners and evaluate progress against project plans, identifying and contemplating any major problems and deviations from the project time-schedule.

4.3 Conflict Resolution

Conflict Resolution Procedures: Special focus will be kept on areas that most likely might lead to conflicting situations. The PM and TC will directly deal with the WP leaders who will keep the PC informed about the evolution of the activities carried out and send alerts when any potential issue may happen. The PC will have then to assess and mitigate any conflict amicably. If the issue cannot be solved, then the PC will submit it to the GnA for discussion and if necessary a vote to resolve the issue.

4.4 Emergency Procedure / Conflict Resolution

In the event that an issue should arise that could jeopardize the overall completion date of the project or the quality of the delivered results it should be reported immediately to the PC and PM. The Project Coordinator will endeavour to resolve the issue as soon as possible by calling an emergency Project Board Meeting and/or General Assembly Meeting, depending upon the issue, in order to determine the next steps.
4.5 Project Meetings

General Assembly meetings are preferably physical meetings attended by a representative of each of the project partners or online if required. Ideally, they should take place at six monthly intervals and/or be tied in with project conferences or events.

The External Advisory Board is formed to advise the project on its course of action. Meetings can be arranged either online or during project conferences/events, with ongoing discussions taking place through e-mail. Content of meetings is defined by the Project Coordinator, Project Manager and/or Technical Coordinator.

Meetings for the Project Board and all Work Package leaders can be called as required and are likely to take place online.

Intra-Work Package/Task Meetings will be called when specific needs arise, even at a short notice, in order to discuss and solve technical problems or related to specific tasks such as undertaking work towards the development and writing of a project deliverable. As with GnA meetings, wherever possible, these should be tied in with other project events.

Regular work package conference calls, monthly project conference calls will take place as well as communication by e-mail and telephone and arranged between partners.

Copies of meeting minutes, with details of all decisions taken at any meeting should be forwarded to the Project Manager. These minutes will be the responsibility of the Work Package or Task Leader, responsible for calling the meeting, and as in section 4.1.2 above, they should be produced within 10 calendar days of the meeting having taken place.

Technical Review Meetings will provide, together with Deliverables and Reports, the means to allow the Commission to check and validate Project progress. Technical review meetings are called by the Commission. The agenda of the meeting is agreed between the Commission and the PC: the agenda of the project’s presentation within the general agenda is agreed amongst the partners and provided by the PC to the Commission.

Where partners wish to suggest a change to the DoW, they should do so by using the Amendment to DoW form, available on the partners website repository; a copy is provided in section 8.

4.6 Mailing Lists and Address Book

A series of project mailing list have been created which will ensure that all partners are included in relevant e-mail conversations. A composition list of each mailing list will be saved within project repository on the project website.
The following project mailing lists, managed by Promoter, will be available to facilitate making requests to the appropriate partner representatives.

- General Assembly members
- Work Package Leaders
- Individual Work Packages
- External Advisory Board
- Ad Hoc Committees i.e. Conference Committee
- Network of Common Interest
- Editorial Group

The definition of these lists may vary dependant upon the requirements of partners.

Although the mailing lists are managed by Promoter, partners should still contact the Project Manager when a person is to be added or removed from the list.

An Address Book has been developed containing a photograph and the contact details of the people involved within the project to help partners to communicate effectively. As a live document, the Address Book should to be updated regularly to include new people that work on the project.

4.7 Document Sharing

Partners will have access to a secure restricted area within the Europeana Space project website. Official project documents should be shared between partners using the filing system set up in line with project Work Packages.

For day-to-day operation, partners should share working documents using tools such as Dropbox or Google Docs. These arrangements will be agreed at Work Package and/or Task levels for particular project activity.

Where it is required to share a physical project document, partners:

- are advised to use a courier service to mail any legal or signed documents.
- should keep a copy of all signed documents for their own records.

4.8 Project Event Schedule

The following events are scheduled within the Europeana Space project.
<table>
<thead>
<tr>
<th>Europeana Space Events</th>
<th>Target Audiences</th>
<th>Location</th>
<th>Timing/Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>Technical Workshop *</td>
<td>SMEs and technologies providers</td>
<td>Brussels</td>
<td>Month 12 January 2015</td>
</tr>
<tr>
<td>IPR Workshop</td>
<td>Content providers, cultural institutions, private archives, creative enterprises</td>
<td>London</td>
<td>Month 12 January 2015</td>
</tr>
<tr>
<td>Best Practice for</td>
<td>Teaching and learning professionals</td>
<td>Athens</td>
<td>Month 24 January 2016</td>
</tr>
<tr>
<td>Education</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Creative marketing</td>
<td>Creative SMEs and cultural institutions</td>
<td>Florence or at a city hosting a Social Media</td>
<td>Month 20 September 2015</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Week event</td>
<td></td>
</tr>
<tr>
<td>6 Hackathons</td>
<td>Creative SMEs and individual makers/producers</td>
<td>Amsterdam, Athens, Coventry, Leuven, Prague,</td>
<td>From Month 23 December 2015 to Month 30</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Venice</td>
<td>July 2016</td>
</tr>
<tr>
<td>6 Monetising Workshops</td>
<td>The suppliers of the creative solutions selected for further development and</td>
<td>London</td>
<td>From Month 24 January 2016 to Month 33</td>
</tr>
<tr>
<td></td>
<td>support</td>
<td></td>
<td>October 2016</td>
</tr>
</tbody>
</table>

| Europeana Space        |                                                                                  |                                               |                                           |
| Conferences            |                                                                                  |                                               |                                           |
| Launch conference      | Consortium members, other Europeana family projects, Creative Industries SMEs, EC | Venice                                        | Month 9 October 2014                      |
|                        | representatives                                                                  |                                               |                                           |
| Mid-term Conference    | Consortium members, other Europeana family projects, Creative Industries SMEs,   | TBC – possibly Brussels                       | Month 18 July 2015                        |
|                        | Europeana Foundation, EC representatives                                         |                                               | (Likely to be moved back several months.) |
| Final conference       | Consortium members, other Europeana family projects, Creative Industries SMEs,    | Berlin                                        | Month 36 January 2017                     |
|                        | EC representatives                                                               |                                               |                                           |
| 6 Pilot demonstrators  | Creative Industries SMEs, individual makers/ producers, consortium members.      | TBC by Pilot leaders during the project.      | Circa Month 18 July 2015                  |
|                        |                                                                                 | Possibly at Pilot leaders’ locations, and/or  | (Maybe moved back several months to tie in |
|                        |                                                                                 | at other conferences, also online             | with the 2nd conference.)                |
* As a result of the joint WP2 work with Europeana Creative, the Technical Workshop scheduled to take place in January 2015 may no longer happen.

Each partner will pay travel and subsistence costs through their part of the project budget.

Where there is a need for a project meeting, to save costs, it is best to schedule it at the same time as a project event.
5. Reporting

5.1 Reporting procedures, frequency and format

During the course of the project the following items need to be delivered:

- The deliverables identified in the Description of Work.
- Two Progress Reports; within 60 days of the end of each reporting period.
- A Final Report; within 60 days after the end of the project.

The Europeana Space project has 36 deliverables to be submitted during the lifetime of the project. The dares relating to preparation, review and submission of all deliverables are available in Section 7 of this handbook.

In addition, the DoW includes a list of 17 project Milestones with dates for completion. Although these are not reported to the Commission individually in the same way as deliverables, they are important project targets and activity towards them still needs to be recorded and provided to the Commission within formal project reports.

5.2 Report Schedule

The Project is divided into three reporting periods of the following duration:
- Reporting Period 1 – February 2014 to January 2015
- Reporting Period 2 – February 2015 to January 2016
- Reporting Period 3 – February 2016 to January 2017 (project end)

<table>
<thead>
<tr>
<th>Type of Report</th>
<th>Month Due</th>
<th>Completed by</th>
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</table>
### COMPETITIVENESS AND INNOVATION FRAMEWORK PROGRAMME
#### EUROPEANA SPACE
#### GRANT AGREEMENT 621037

<table>
<thead>
<tr>
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<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Management reports (Interim, Progress and Final)</td>
<td>Progress Reports to be submitted at the end of each year January 2015 and 2016. Interim Reports every alternate six months eg Julys 2014, 2015 and 2016, with the Final Report due 60 days after the project ends in January 2017.</td>
<td>Project Manager (supported by partners) and sent to the Commission</td>
</tr>
</tbody>
</table>

Templates for these reports are available for partners and examples are provided in section 8 below. Templates will also be stored in the secure area of the project website.

### 5.3 Internal Financial and Activity Reporting

At three-monthly intervals technical and administrative information will be collected from the partners, who will be required to deliver a progress report to the Project Manager including:

- summary of the major activities within each WP, problems and actions undertaken
- any current change from the planned activities and the reasons for this
- any changes to the planned activities which may be considered necessary within the coming period
- description of expenditure for the period
- any departure from the planned budget
- any future departure from the budget for the next period
- any management problem encountered
- list of the deliverables with their status: on time, delayed; delivery date/s, etc.
- list of main actual outputs as against those planned in the Description of Work
- financial statement and comparison with the planned resources
- dissemination activities carried out in the period
- dissemination and training events organised or participated in by the partner
- dissemination plan for the next period
- detailed activities planned for the next period

A named person within each partner organisation will be responsible for each deliverable.

As a further aspect of the reporting process, partners will need to outline the time that their organisation has spent on any given activity in person months. There is no generic definition of a standard person month; they should be calculated based upon the number of hours per week that is considered standard within each partner’s own organisation.
The project partners will provide this information to the Project Team on a regular basis, both informally through e-mail and formally using the templates provided within section 8.

5.4 Progress Report

At the end of each of the first two reporting periods, the Project Coordinator is required to submit a progress report summarising the activity of the partnership during that period. For Europeana Space, each reporting period ends in January and the Coordinator has 60 days to submit the report.

The report should include a publishable summary, containing information about the progress of work, including achievement and attainment of any milestones and deliverables identified in the DoW. In addition, this report should contain information on resources employed and departures from the work schedule.

All partners should contribute information to the development of the progress report, with WP Leaders co-ordinating the response to provide a critical analysis of project work undertaken and the results achieved.

As detailed within the Finance section, a financial summary for each partner will also have to be submitted at the end of the reporting period.

It is following the assessment and acceptance of these submissions that the Commission will make payment.

5.5 Final Report

As with the Progress Report, the Project Coordinator is required to submit a final report within 60 days after the end of project delivery.

The final report shall comprise a final publishable summary report covering the results, conclusions and social-economic impact of the project.

As with the Progress Report, input from partners is important to represent the project activities effectively and WP Leaders will play a key role in presenting the details of activity and results for their areas of work.

Financial information will also by reported for each partner to enable the Commission to calculate final payments.
The Commission can accept or reject deliverables and reports and suspend payments where this is deemed necessary.

A series of partner financial and management reporting templates have been developed to provide information for project reporting. These are available in section 8.

5.6 Technical Review Meetings

The Europeana Space project has three Technical Review meeting dates scheduled; one at the end of each reporting period.

The Technical Review will assess work carried out under the project, including evaluating reports and deliverables, the use of resources and the efficiency and effectiveness of management of the project and expected impact.

The Project Coordinator, Technical Coordinator, Project Manager and all Work Package Leaders and any other specialist partners are required to attend the review meeting and make presentations to the Commission or their selected panel of experts to outline the operation and achievements of work undertaken. Other experts, such as the Pilot Coordinators may be required to attend the Technical Review.

All partners will be required to contribute towards the preparation of this meeting and a rehearsal day is to take place the day before meeting the Commission.
6. Financial Conditions

6.1 Funding Explanation

The budget allocated to each partner, detailed within the DoW (page 6), shows the total project value of the project including the element for co-financing from the organisation. As a CIP Best Practice Network project funding is provided from the Commission at 80% of the total project value. For each 80 cents spent, the partner must supply the remaining 20 cents from other sources.

For a CIP Best Practice Network project Indirect costs are not eligible.

The first payment to partners is made by the Coordinator following the receipt of the pre-financing payment from the Commission. The Pre-financing payment represents 53.33% of the value of the grant (this is 160% of one year’s funding value). The payment is made once partners have signed Form A to accede to the Grant Agreement and the form has been accepted by the European Commission.

An interim payment is made by the Commission for the work accepted within each of the first two reporting periods following assessment of the report and deliverables submitted for/during the first reporting period, as well as the financial information provided by each partner. The Commission can make a payment, a part payment or ask for amendments to submissions; the timing of the payment to partners will be dependent upon the scope of this process.

The pre-financing and interim payments may not exceed 90% of the maximum financial contribution.

Any further amounts due will be paid following acceptance of the Final Report (following a similar timescale to the interim payment). The final report also validates the pre-financing payment through acceptance of deliverables within the final reporting period.

Should the amount paid to a partner ahead of the final report prove to be higher than the contribution accepted, the Commission will recover the difference.

6.2 Financial Reporting

At the end of each reporting period, each partner must complete and submit a financial report. This must be submitted through the Commission’s electronic exchange system and signed off and submitted by the Coordinator.
The Commission requires that this must be signed (electronically) by the authorised person(s) within the beneficiary’s organisation, as stated within the Grant Agreement.

In February 2014, DG CNECT issued the following guidance on how to report major cost items under the heading of “other direct costs”.

In DG CNECT projects, the following principles should be applied from now on by each beneficiary when filling the Use of Resources for a specific reporting period:

**Principle 1:** Costs claimed in the C-forms under "other direct costs" are considered as minor, if they are equal or less than 15% of claimed personnel costs for that reporting period. As a result, no details for costs below this threshold need to be reported, unless explicitly requested by the Commission (see example 1 below).

**Principle 2:** If costs claimed in the C-forms under "other direct costs" are higher than 15% of claimed personnel costs for that reporting period, then major cost items need to be reported in the Use of Resources by the beneficiary to a level that the remaining costs are below 15% of claimed personnel costs for that reporting period.

**Principle 3:** If major cost items are to be reported in the Use of Resources, they need to be justified as follows (see example 2 below):
- by simple reference to the DoW, if the cost items have already been foreseen in the DoW
- by giving the following supporting information, if the costs have not been foreseen in the DoW: reference to work package(s), item description, amount per item, nature of item, project relevance.

### 6.3 Documentation and Audit Trail

Partners must ensure that they retain a full audit trail of all documentation for any expenditure made and claimed by the project.

Eligible costs must be:
- based upon the DoW
- necessary for the project
- actually incurred
- be justifiable
- take place within the duration of the project
- determined in accordance with the usual accounting and management practices of the partner, based upon national and organisational practices.
All staff involved with the project are required to maintain a timesheet. This timesheet should record the total productive time available, as well as actual time spent on project activities. Commission guidelines are available within the Grant Agreement for the calculation of time spent on the project. A sample timesheet is available from the Project Manager.

Examples of the types of evidence required by category are as follows:

**Personnel Costs**
- Employment contracts (or other independent/legal justification of personnel costs claimed)
- Ledgers / accounts, payroll records / bank statements
- Time sheets
- Detailed breakdown and justification of the productive hours denominator used for calculation of hourly rates (personnel and overhead) costs and the back-up documentation

**Equipment / Consumables**
- Invoices
- Proof of payment
- Procurement documentation
- For rented equipment: Rental contract, inventory list of the equipment; proof of the investment values of the rented equipment
- Proof of the percentage of time used for project activities and depreciation calculations

**Travel expenses**
- Travel tickets/boarding passes
- Invoices
- A report, records, minutes, Dissemination and Networking Events Form etc indicating the purpose and participants of the meetings / events

There is no requirement to send audit trail documentation to the Project Coordinator. It is the responsibility of each partner to maintain the necessary records of activity.

All evidence needs to be retained by partners for five years after the completion of the project. For the Europeana Space project, this is 2023.

As described in 6.1, indirect costs are not eligible within the Europeana Space
6.4 Subcontracting

The Europeana Space project requires certain tasks to be subcontracted; these are detailed both within the DoW and below.

Where partners are required to enter into a subcontract to carry out some part of a task related to the project, it remains bound by its obligation to the Commission and the other partners under the Grant Agreement and retains sole responsibility for carrying out the project and for compliance with the Grant Agreement.

Any subcontract, the costs of which are to be claimed as an eligible cost, must be awarded according to the principles of best value for money (best price-quality ratio), transparency and equal treatment.

Original copies of sub-contract procurement and contract documentation should be retained.

All subcontractors should state the project title and reference number and Task number on all invoices, as well as providing a summary of the work undertaken.

6.5 Other Costs listed within the DoW

There are several activities due to be subcontracted within the Europeana Space project. The details of the service, financial allocation and partner responsible are:

- Technical and support services related to interoperability of the project results with Europeana (€50,000) – COVUNI
- Dance hackathon in Coventry (€10,000) – COVUNI
- Integration services of Europeana TV into ARD broadcast standards & infrastructure (€9,000) – RBB
- Open content and open knowledge (€60,000) – UNEXE
- Audit Fee – (€3,000) - COVUNI

The following items are to be purchased:

- Equipment for the Europeana TV pilot (50 x set top boxes at €200 each and 50 x Tablet PCs at €300 each) - NISV
7 Quality Control Procedure

7.1 Quality Assurance Cycle

All deliverables and contractual reports generated over the duration of the project will be subject to a standard quality control procedure.

The partner responsible for the deliverable will complete a draft version, adding the Deliverable Cover Sheet and any executive summary or abstract, as agreed with the Technical Coordinator.

Two peer reviewers were nominated for each deliverable during the kick-off meeting in Leuven, as competent to review. Each reviewer will be asked to complete the Deliverable Internal Review Form, making comments to pass back to the originating partner.

The Quality Assurance cycle will be as follows

- The partner responsible for the deliverable send it to the Project Team, copying it to the Work Package Leader and Technical Coordinator, one month before the due delivery date
- The Project Manager forwards the deliverable to the partners responsible for quality peer review
- After the review is carried out, a reviewed copy of deliverable returned to author, with copy to the Project Manager, Technical Coordinator and Work Package Leader, within two weeks of receipt
- The author will consider the comments, together with the Work Package Leader and amend the deliverable in response to the review, within a week of receiving both sets of feedback.
- The Project Manager will carry out a final ‘superficial’ review, to ensure all templates, etc. are complied with any minor adjustments are carried out by Project Team
- The Project Manager forwards the deliverable to the European Commission Project Officer by the deliverable due date
- The submitted version of deliverable is uploaded onto the website, following acknowledgement of receipt from the Commission’s Project Officer and retained until end of project

The following should be noted:

- The content of the deliverables is the most important material to review. Internal reviewers will be experienced in the general topic of the deliverable and be able to assess its quality. They will also be familiar with the overall project, and therefore able to judge the contribution that the deliverable makes to the project.
The Technical Coordinator will carry out occasional spot-checks, to ensure that QA procedures are being adhered to. The importance of the review of a third party deliverable for the overall value of the project cannot be overestimated.

The Project Manager will monitor the progress of the QA cycle. In order to allow time for review and for enhancements, the preceding stages must be completed on time. The Technical Coordinator will be made aware of the risk of late deliverables and late reviews. However, if a delay is detected and cannot be avoided, the Project Manager will seek the permission of the EC Project Officer to submit a late, but high-quality, deliverable, rather than submitting a weak deliverable on time.

It is recognised that this timetable can be subject to change during peak times and absences i.e. holidays.

Where a partner becomes aware that they will be unavailable during the dates allocated for delivery or review, or believe that they do not have the necessary competence to undertake the process, they should inform the Work Package Leader and/or the Project Manager, as soon as possible to allow appropriate action to take place.
### 7.2 Project deliverables, peer review allocation timetable

Before Deliverables are submitted to the Commission they are to be peer reviewed by partners not involved with their development.

<table>
<thead>
<tr>
<th>Ref.</th>
<th>Title</th>
<th>Owner</th>
<th>Draft Date</th>
<th>Reviewer</th>
<th>Reviewer2</th>
<th>Review by Date</th>
<th>Amended Date</th>
<th>Delivery Date</th>
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<tbody>
<tr>
<td>D4.1</td>
<td>Pilots methodology and content sourcing</td>
<td>IMINDS</td>
<td>28/03/2014</td>
<td>PROMOTER</td>
<td>COVUNI</td>
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<td>04/04/2014</td>
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<td>LUCE</td>
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<td>04/04/2014</td>
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<td>D4.2</td>
<td>Pilots coordination - information on technical planning</td>
<td>PROMOTER</td>
<td>03/07/2014</td>
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<td>03/07/2014</td>
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<td>PROMOTER</td>
<td>03/07/2014</td>
<td>COVUNI</td>
<td>KU LEUVEN</td>
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<td>Report on joint development of Europeana Lab with E Creative</td>
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<td>NOTERIK</td>
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<td>22/01/2016</td>
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<td>18/12/2015</td>
<td>IN2</td>
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<td>15/01/2016</td>
<td>22/01/2016</td>
<td>29/01/2016</td>
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<td>Hackathon Report</td>
<td>WAAG</td>
<td>18/12/2015</td>
<td>IMINDS</td>
<td>LAM</td>
<td>15/01/2016</td>
<td>22/01/2016</td>
<td>29/01/2016</td>
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<td>COVUNI</td>
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<td>PROTON LABS</td>
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<td>22/01/2016</td>
<td>29/01/2016</td>
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<td>PACKED</td>
<td>18/12/2015</td>
<td>IMINDS</td>
<td>RBB</td>
<td>15/01/2016</td>
<td>22/01/2016</td>
<td>29/01/2016</td>
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<td>Communication, dissemination and network enlargement report No. 2</td>
<td>COVUNI</td>
<td>18/12/2015</td>
<td>NISV</td>
<td>SPK</td>
<td>15/01/2016</td>
<td>22/01/2016</td>
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<td>UNEXE</td>
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<td>IMINDS</td>
<td>15/07/2013</td>
<td>22/07/2013</td>
<td>29/07/2016</td>
</tr>
</tbody>
</table>
In addition to the allocated personnel, the Project Co-ordinator and Project Manager will review materials together with Advisory Board members invited to participate, as appropriate.

Due to the joint work with the Europeana Creative project for the development of Europeana Labs, the original D2.1 is no longer relevant. This has been replaced by a new deliverable which has been reallocated from PostScriptum to NTUA, as they are overseeing the joint work.

The peer review timetable is correct as of 29 April 2014.
### 7.3 Europeana Space – Project Milestones

<table>
<thead>
<tr>
<th>Milestone</th>
<th>Milestone name</th>
<th>WP number</th>
<th>Lead beneficiary</th>
<th>Delivery date</th>
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<tbody>
<tr>
<td>MS1</td>
<td>Initial API requirements analysed</td>
<td>WP2 (Now through WP2/4)</td>
<td>TBC</td>
<td>July 2014</td>
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<tr>
<td>MS2</td>
<td>Metadata Processing unit ready to be used</td>
<td>WP2</td>
<td>NTUA</td>
<td>January 2015</td>
</tr>
<tr>
<td>MS3</td>
<td>Technical Space complete</td>
<td>WP2</td>
<td>NTUA</td>
<td>September 2015</td>
</tr>
<tr>
<td>MS4</td>
<td>Content Space + IPR Workshop</td>
<td>WP3</td>
<td>UNEXE</td>
<td>January 2015</td>
</tr>
<tr>
<td>MS5</td>
<td>Content Space complete</td>
<td>WP3</td>
<td>PACKED</td>
<td>January 2016</td>
</tr>
<tr>
<td>MS6</td>
<td>Pilots methodology and validation criteria agreed</td>
<td>WP4</td>
<td>IMINDS</td>
<td>July 2014</td>
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<tr>
<td>MS7</td>
<td>Pilot prototypes – Release no.1</td>
<td>WP4</td>
<td>IMINDS</td>
<td>January 2015</td>
</tr>
<tr>
<td>MS8</td>
<td>Technical integration and testing of Release no.1 completed</td>
<td>WP4</td>
<td>PROMOTER</td>
<td>July 2015</td>
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<tr>
<td>MS9</td>
<td>Final release of Pilots completed</td>
<td>WP4</td>
<td>PROMOTER</td>
<td>July 2016</td>
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<tr>
<td>MS10</td>
<td>Initial market analysis</td>
<td>WP4</td>
<td>UNIVE</td>
<td>July 2014</td>
</tr>
<tr>
<td>MS11</td>
<td>Best practice on creativity for Education complete</td>
<td>WP5</td>
<td>PACKED</td>
<td>January 2016</td>
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<tr>
<td>MS12</td>
<td>Incubation phase complete</td>
<td>WP5</td>
<td>CULTURE LABEL</td>
<td>January 2017</td>
</tr>
<tr>
<td>MS13</td>
<td>Online communication tools available; Opening event held</td>
<td>WP6</td>
<td>PROMOTER</td>
<td>October 2014</td>
</tr>
<tr>
<td>MS14</td>
<td>Creative marketing Workshop held; Conference with Europeana held</td>
<td>WP6</td>
<td>CULTURE LABEL</td>
<td>July 2015</td>
</tr>
<tr>
<td>MS15</td>
<td>Sustainability Plan complete; Final Conference held</td>
<td>WP6</td>
<td>SPK</td>
<td>January 2017</td>
</tr>
<tr>
<td>MS16</td>
<td>Final review completed</td>
<td>WP6</td>
<td>COVUNI</td>
<td>January 2017</td>
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<td>MS17</td>
<td>Quality Plan and Internal procedures</td>
<td>WP1</td>
<td>COVUNI</td>
<td>April 2014</td>
</tr>
</tbody>
</table>
8. **Document Templates**

Various templates have been created for the project and are shown below: These templates should be used for time sheeting, progress and management reports as specified in section 6. This will aid the collation of material for the reports to the European Commission.

Templates available are:

- Deliverables Template
- Deliverable Internal Review Form
- Work Package Report Form
- Partner Finance/Activity Summary
- Amendment to the DoW Form
- Timesheet – a screenshot is provided as the final page of the handbook.

(Partners may use their own timesheet on the basis that it records the total number of productive hours, as well as actual time.)

A General presentation template is also available and can be found in the repository within secure area of the project website.
# Deliverable Template

<table>
<thead>
<tr>
<th>Deliverable number</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Title</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Due date</th>
<th>Month XX</th>
</tr>
</thead>
<tbody>
<tr>
<td>Actual date of delivery to EC</td>
<td>Month XY</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Included (indicate as appropriate)</th>
<th>Executive Summary</th>
<th>Abstract</th>
<th>Table of Contents</th>
</tr>
</thead>
</table>

**Project Coordinator:**
Coventry University

Prof. Sarah Whatley

Priority Street, Coventry CV1 5FB, UK

+44 (0) 797 4984304

E-mail: S.Whatley@coventry.ac.uk

Project WEB site address: [http://www.europeana-space.eu](http://www.europeana-space.eu)

**Statement of originality:**
This deliverable contains original unpublished work except where clearly indicated otherwise. Acknowledgement of previously published material and of the work of others has been made through appropriate citation, quotation or both.
### Context:

<table>
<thead>
<tr>
<th>Partner responsible for deliverable</th>
<th></th>
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</thead>
<tbody>
<tr>
<td>Deliverable author(s)</td>
<td></td>
</tr>
<tr>
<td>Deliverable version number</td>
<td></td>
</tr>
</tbody>
</table>

### Dissemination Level

- **Public**
- **Restricted to other programme participants (including the Commission Services)**
- **Restricted to a group specified by the consortium (including the Commission Services)**
- **Confidential, only for members of the consortium (including the Commission Services)**

### History:

**Change log**

<table>
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<th>Date</th>
<th>Author</th>
<th>Reason for change</th>
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**Release approval**

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<th>Version</th>
<th>Date</th>
<th>Name &amp; organisation</th>
<th>Role</th>
</tr>
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<tr>
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<td></td>
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</tr>
</tbody>
</table>
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   2.2 Role of this **Deliverable** within the Project .................................................... 43
   2.3 Approach ............................................................................................................... 43
   2.4 Structure of the document .................................................................................... 43

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COMPETITIVENESS AND INNOVATION FRAMEWORK PROGRAMME
EUROPEANA SPACE
GRANT AGREEMENT 621037

EXECUTIVE SUMMARY

The Executive summary is written to summarize the key questions and findings of the document. It is actually a document in miniature that may be read in place of the larger document.

Introduction
This document provides …..reading this should prepare the reader for the rest of the document. This, plus the conclusion, can act as a sort of summary.

Background
Why the material in the deliverable appears in the project. Any background which sets the scene for the material herein.

Role of this Deliverable in the Project
What element or aspect of the project does this deliverable represent? How does the work reported herein contribute to the overall progress of the project?

The inputs and dependencies for the work described in deliverable.

The manner in which this deliverable feeds into further work in this and other work-packages.

Approach
Description of the work carried out, the results of which appear in this deliverable. What did people actually DO, and how? Specific protocols and standards? Using work from other WPs? Influenced by other research or projects?

Feel free to use diagrams and images wherever reasonable.

Structure of the document
Brief description of the chapters which compose the document
COMPETITIVENESS AND INNOVATION FRAMEWORK PROGRAMME
EUROPEANA SPACE
GRANT AGREEMENT 621037

TITLE 1

TITLE 2

Title 3
Normal text.

Bulleted lists:

- Row 1
- Row 2
  - Sub-row 1
  - Sub-row 2

Numbered lists:

1. Row 1
2. Row 2
   a. Sub-row 1
   b. Sub-row 2

Figures:

FIGURE 1

Figure 1: Sample figure

Tables:

<table>
<thead>
<tr>
<th>Column 1</th>
<th>Column 2</th>
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</thead>
<tbody>
<tr>
<td>Text</td>
<td>Text</td>
</tr>
<tr>
<td>Text</td>
<td>Text</td>
</tr>
</tbody>
</table>

Table 1: Sample table
Conclusion

Brief summary of the document. Take-home messages. Focus on the progress demonstrated and the next steps.

Results
Results of the work described above. Numbers, diagrams, conclusions, suggestions.

Impact
How these results contribute to the progress of the project. What new work can now start. What work-packages will this work feed into.

If broader (beyond project) impact, mention this here too.

Appendix: Definitions of terms and abbreviations
Glossary of terms and abbreviations used in the document
# Deliverable Internal Review Form

<table>
<thead>
<tr>
<th>Reviewer/Partner Name</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Deliverable Number</td>
<td></td>
</tr>
<tr>
<td>Deliverable Title</td>
<td></td>
</tr>
<tr>
<td>Version Number</td>
<td></td>
</tr>
</tbody>
</table>

1. **Relevance and originality of the deliverable [1 (very low) – 6 (very high)]**
   [eg does the deliverable address the project objectives as specified within the Description of Work and does it go beyond the level of previous research undertaken?]

   Please explain your rating:

2. **Technical quality of the deliverable [1 (very low) – 6 (very high)]**
   [eg is the argument in the deliverable sound? Are its claims backed up?]

   Please explain your rating:

3. **Presentation quality of the deliverable [1 (very low) – 6 (very high)]**
   [eg is the deliverable well written? Is it organised in a logical fashion? Is the readability good, average or poor?]

   Please explain your rating:

- **My overall recommendation is:**
  - [ ] Definitely accept
  - [ ] Minor revisions required before accepting
  - [ ] Major revisions required before accepting
  - [ ] Definitely reject

- **Recommend minor revisions (if any)**
  I have used ‘track changes’ to add notes directly into the deliverable [ ]

- **Recommend major revisions (if any)**
  In the case of major revisions, the revised deliverable will be reviewed again and authors will be asked to provide a short summary of revisions made.

- **Please provide any other comments**
Work Package Report Form (3 Monthly)

<table>
<thead>
<tr>
<th>Project acronym</th>
<th>Europeana Space</th>
<th>Project number</th>
<th>621037</th>
</tr>
</thead>
</table>

WP Number/Title

Partner Name

Reporting period

From

To

The description of activity provided by WP Leaders in this report will be used to inform formal reports for the Commission.

Progress Summary

Please outline the objectives for the period, together with details of progress and significant results.

Task 1

Please describe the work completed during this period or write “no work planned for this period”.

Task 2

Please describe the work completed during this period or write “no work planned for this period”.

Please add further Tasks, in line with your Work Package.

NOTE: do not repeat content of deliverables which have been submitted, instead briefly reference them.

Deliverables schedule

(Only for deliverables within your Work Package, as shown in Annex 1/DoW)

<table>
<thead>
<tr>
<th>Deliverable number</th>
<th>Month due (see DoW)</th>
<th>Actual/forecast</th>
</tr>
</thead>
</table>

If you have forecasted a deliverable to be completed after the due date, please provide an explanation for this change.

Issues/Corrective actions/Risk

Have there been any issues that could have delayed planned activity? Do you foresee any problems that might prevent completion of future work? Describe any corrective action taken or planned.

Any Other Comments
Partner Finance/Activity Summary

<table>
<thead>
<tr>
<th>Project acronym</th>
<th>Europeana Space</th>
<th>Project number</th>
<th>621037</th>
</tr>
</thead>
<tbody>
<tr>
<td>Partner Name</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Reporting period</td>
<td>From</td>
<td>To</td>
<td></td>
</tr>
</tbody>
</table>

Please provide a summary of activity for each Work Package that your organisation has been involved with during this three month period.

Work Package 1

Work Package 2

Work Package 3

Work Package 4

Work Package 5

Work Package 6

Please report upon all of the Work Packages where you have been active within the three month period. Enter the phrase “no work planned for this period” against each work package where there has been no activity within this three month period.

Issues/Corrective actions/Risk
Have there been any issues that could have delayed planned activity? Do you foresee any problems that might prevent completion of future work? Describe any corrective action taken or planned.

Please provide the total number of person months used

<table>
<thead>
<tr>
<th>Total Months</th>
<th>WP1</th>
<th>WP2</th>
<th>WP3</th>
<th>WP4</th>
<th>WP5</th>
<th>WP6</th>
<th>Total</th>
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</thead>
<tbody>
<tr>
<td>For 3 Month Period</td>
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<td></td>
<td></td>
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<td>Cumulative Project</td>
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<tr>
<td>Total from DoW</td>
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<td></td>
<td></td>
<td></td>
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</tbody>
</table>
Please provide an explanation if your actual delivery, for each work package, is not expected to match the allocated number of months outlined within the DoW.

Please provide a list of publications, conferences and other Europeana Space dissemination activities undertaken.

Please provide a list of relevant meetings and dates during this three month period.

Please provide a list of travel undertaken for the Europeana Space project during this three month period.

**Project Expenditure**

Please provide totals against each heading. (Double click to access the table)

<table>
<thead>
<tr>
<th>Description</th>
<th>Actual Amount for 3 month period €</th>
<th>Actual Cumulative Amount for the Project €</th>
<th>Allocation in the DoW (page 6) €</th>
<th>Total Funding Remaining €</th>
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<tbody>
<tr>
<td>Personnel Costs</td>
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<td>Other direct costs</td>
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<tr>
<td>Total costs</td>
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<td></td>
<td></td>
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</tbody>
</table>

Timesheets of staff involved should be submitted to the Project Manager together with this form.

Please provide an overview of your current spending profile.

If you predict a variance from the allocation within the DoW, please provide an explanation.

Please provide any other comments.
Request for Amendment to the DoW

<table>
<thead>
<tr>
<th>Work package</th>
<th>Type of activity</th>
</tr>
</thead>
<tbody>
<tr>
<td>Work package title</td>
<td></td>
</tr>
<tr>
<td>Start month</td>
<td>End month</td>
</tr>
<tr>
<td>Lead partner name</td>
<td>Date of request</td>
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</tbody>
</table>

**Description of Amendment Requested**

Please insert a detailed description of the change to the DoW.

This should include an explanation of the implication of leaving things how they are and why this change is in the best interests of the project.

If applicable please complete the following table with revised person-months per partner.

<table>
<thead>
<tr>
<th>Participant number</th>
<th>Participant short name</th>
<th>Original Person Months per participant</th>
<th>Revised Person Months per participant</th>
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</tr>
</tbody>
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If applicable please complete the following table with revised deliverable information

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<th>Deliverable Number</th>
<th>Deliverable Title</th>
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If applicable please complete the following table with revised milestone information

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Has this request been discussed and approved by the WP partners

Yes ☐ No ☐

To be completed by the Project Coordinator/Project Manager

Date received

Name of reviewer

Date reviewed

Amendment approved

Yes ☐ No ☐

General Assembly approval

Yes ☐ No ☐

Explanation, if request denied

Does this request need approval by the EC Project Officer

Yes ☐ No ☐
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<th>WIP 6</th>
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<th>WIP 8</th>
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I confirm that the hours shown above are a true and accurate record.

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Print name:______________

Verified:______________ Date: 08/12/12
Print name:______________