

# **Annex 1**

## ***Description of Work***

*(Thematic Network)*

ECP 2008 DILI 558001

Europeana v1.0



*eContentplus*

## **Table of contents**

1	PROJECT SUMMARY .....	3
1.1	Description of the issue addressed and the current situation (baseline).....	3
1.2	Description of the project objectives.....	4
1.3	Expected results.....	4
1.4	Success indicators.....	5
1.5	List of participants.....	5
2	CONTRIBUTION TO PROGRAMME OBJECTIVES .....	9
3	EUROPEAN DIMENSION.....	10
4	PROJECT WORK PLAN .....	11
4.1	Description of work and roles.....	11
4.2	Project plan .....	14
4.3	Work package and labour effort overview.....	19
4.4	Work package description.....	20
	WP3 FURTHER SPECIFICATION OF FUNCTIONALITY AND INTEROPERABILITY ASPECTS OF EUROPEANA.....	30
	Resources required.....	32
4.5	Deliverables List.....	42
5	PROJECT MANAGEMENT .....	44
5.1	Project Management Structure and Responsibilities.....	45
5.2	Internal communication mechanisms for project management.....	48
6	DISSEMINATION AND AWARENESS .....	49
7	OTHER CONTRACTUAL CONDITIONS.....	51
7.1	Subcontracting .....	51
7.2	Other specific costs .....	53
7.3	Indicative budget distribution & pre-financing schedule .....	53
8	APPENDICES .....	54
8.1	Consortium description .....	54

## 1 Project Summary

This project is the successor network to the EDLnet thematic network which created the EDL Foundation and the Europeana prototype. Following the launch of the user designed and driven prototype of Europeana the EDL Foundation wishes to use Europeana v1.0 to develop an operational service and solve key operational issues related to the implementation and functioning of the European Digital Library [Europeana]. Stakeholders, including the general public when an operational service is offered, will be involved in Europeana and informed how they can contribute and access content. The work of Europeana v1.0 will include the development and implementation of all the necessary processes to create and run such an operation and a full scale business development operation to ensure a steady stream of content is made available. Additionally dissemination efforts to end users will be executed to ensure take up and continuous involvement of end users in order to achieve sustainability of such a service. Among the tools to enlarge user involvement will be the development of generic (web)services that allow others to re-use and re-purpose the data. Key infrastructure components and value-added services will be implemented by the EuropeanaConnect BPN. Content will come from existing sources such as The European Library and from the linked EuropeanaTravel, Mimo and Judeica proposals, as well the results of current eContentPlus projects: Athena, EFG and EDLocal.Rationale and Objectives

### 1.1 Description of the issue addressed and the current situation (baseline)

As envisaged by the *eContentplus* 2008 call for proposals, the Europeana v1.0 network will solve key operational issues related to the implementation and functioning of Europeana [the European Digital Library]. Furthermore, stakeholders, including users, will continue to be involved in creation of the operational Europeana and informed how they can contribute and access content in building and maintaining the operational service.

Europeana v1.0 is the successor network to the EDLnet thematic network which created the EDL Foundation and the Europeana prototype. Following the launch of the prototype of Europeana the EDL Foundation wishes to continue to develop the operational service of Europeana. This will include the development and implementation of all the necessary back end processes to run such an operation and a full scale business development operation to ensure a steady stream of content is made available. Additionally dissemination efforts to end users will be executed to ensure take up and continuous involvement of end users in order to achieve and sustain such a service. This will also include the development of generic services that allows others to re use and re purpose the data. Front end services will be developed by the EuropeanaConnect BPN. Content will come from existing sources such as eContentplus funded projects and from other sources associated with the new network.

The intention is to develop Europeana into an operational service through this thematic network which has as main objectives:

- putting into practice the decisions on how to attract and maintain content into the service
- building the back end systems needed to manage the delivery and access of this content
- managing the channels enabling other environments to use the content made interoperable by Europeana, via web services or API's
- deploy the most usable levels of multilingual search and retrieval
- disseminate the service to end users and provide tools to involve them actively.

In short it will turn the prototype of November 2008 into an operational service.

The work on Europeana under EDLnet has highlighted some areas where further work and development are needed. In being responsible for the operational site and implementation of Europeana v1.0 according to the functional specification, created under EDLnet, it will not be possible, with the in-house team, to also do the additional technical implementation work needed to create the site the user wants. This work sits in Europeana Connect and is necessarily outside the remit of the thematic network. The project EuropeanaConnect for a Best Practice Network will undertake the specific technical implementation work, to increase the amount of content that can be accessed interoperably in Europeana. This thematic network and the EuropeanaConnect Best Practice Network will complement and work very closely with each other. Neither is truly viable without the other.

The Europeana v1.0 thematic network will involve the people, organisations and networks which built EDLnet, Europeana and the EDL Foundation. It is coordinated by the EDL Foundation, which was formed to be responsible for the operation of the European Digital Library [Europeana]. Europeana is the name both of the thematic network originally known as EDLnet and of the prototype for a public European Digital Library service.

**The areas which this Thematic Network** will address are as follows:

1. Continued and proactive involvement of partners
2. Participation of new partners, particularly from publishing in the arts and humanities
3. Creation of license and partnership agreements
4. Rights management and IPR integration into Europeana the operational service
5. Management of partner content and continuous access to that content
6. Technical building of the service – functional specification implementation
7. Hardware, storage and bandwidth connected with running the service
8. Service agreements with bodies involved in running the service
9. Implementation of new plug ins and technologies
10. Implementation of new data and object models
11. Promotion of standards and data models
12. Dissemination to partners, stakeholders and end users
13. Distribution to other channels for mash ups and re-use
14. Policy development
15. Fund raising

## 1.2 Description of the project objectives

The main issues that the network will aim to solve are as follows:

- Maintaining and extending a powerful alliance of stakeholders
- Creation of an operational Europeana service
- Disseminating the service to end users
- Finding a viable organisational solution
- Policy development
- Creating a sustainable funding model.

Issues involved in the creation of an operational Europeana service which Europeana v1.0 will address are as follows:

- Creation of license and partnership agreements
- Distribution to other channels for mash ups and re use
- Rights management and IPR
- Management of partner content and continuous access to that content
- Technical building of the service – functional specification implementation
- Hardware, storage and bandwidth connected with running the service
- Service agreements with bodies involved in running the service
- Implementation of new plug ins and technologies
- Implementation of new data and object models
- Implementation and maintenance of a Glossary of projects and terms related to Europeana
- Promotion of standards and data models

## 1.3 Expected results

The main result of Europeana v1.0 will be the release of Europeana v1.0 in month 18, followed by 4 further releases. The aim is to have 10 million items accessible through Europeana at the launch of Europeana v1.0 in M18. The other activities of the network are to prepare for this, market the result and ensure sustainability.

For general support and development of European v1.0 an extensive and appropriate partner network will be needed. It will be called the Thematic Network Partner Group. Mainly but not exclusively its members will act as content providers. It will be a cascade network including associations or national level organisations or organisations or projects capable of having a multiplier effect. Initially many of the 100 partners from EDLnet will transfer. 85 partners are listed in the participants list, we however expect this network to grow further, as

strong partners from publishing and from the museums and archives domains are attracted into membership. A category of membership called associate membership will be created for non-EU organisations or other organisations wishing to show their support but ineligible for EU funding. By the end of year one the network will have at least 140 members. The aim is, however, to create a network of aggregators, so upon launch of an operational service, it is hoped to have around 400 institutions contributing via aggregator services such as national portals or the planned Archives portal or The European Library.

#### 1.4 Success indicators

Indicators	Expected Progress		
	Year 1	Year 2	Year 3
Number of network members	100	140	150
Number of associate network members	5	10	15
Number of network members contributing content	75	110	120
Number of people receiving the newsletter	1000	1500	2000
Number of participants in the events organised by the Thematic	250	250	250
Releases of Europeana [4 in all]		1	3
Organisations contributing content through aggregators		400	450
Amount of fully digitised content in Europeana: digitised items		10 million	12 million
Numbers of API's or mash ups in use		1	10

#### 1.5 List of participants

### List of Participants

Part. No <sup>1</sup>	Participant full name	Participant short name	Country	Role in the project <sup>2</sup>	Date enter project	Date exit project
1	Stichting European Digital Library	Stichting EDL	NL	CO	M0	M30
2	Deutsche Nationalbibliothek	DNB	DE	NM	M0	M30
3	Association des Cinémathèques Européennes	ACE	DE	NM	M0	M30
4	Direcção-Geral de Arquivos	DGARQ	PT	NM	M0	M30
5	Bibliotheksservice-Zentrum Baden-Württemberg	BSZ	DE	NM	M0	M30
6	Natural History Museum	NHM	UK	NM	M0	M30
7	Stichting Nederlands Instituut voor Beeld en Geluid	Sound and Vision (Video Active)	NL	NM	M0	M30
8	The British Library	BL	UK	NM	M0	M30
9	Koninklijke Bibliotheek	KB	NL	NM	M0	M30
10	Institut National de l'Audiovisuel	INA	FR	NM	M0	M30

<sup>1</sup> Participant number 1 is the Coordinator. The remaining participants are network members (NM).

<sup>2</sup> The main operational role that the participant plays in the proposed project. For example: content provider, technology provider, pedagogical expert, network member, standardisation body, evaluation, dissemination etc.

11	National Library of Sweden	NL Sweden	SE	NM	M0	M30
12	Conference of European National Librarians	CENL	DE	NM	M0	M30
13	Katholieke Universiteit Leuven	K.U.Leuven	BE	NM	M0	M30
14	International Association of Sound and Audiovisual Archives	IASA	SE	NM	M0	M30
15	Nationaal Archief	NANETH	NL	NM	M0	M30
16	Riksarkivet	RA	SE	NM	M0	M30
17	Bibliothèque nationale de France	BnF	FR	NM	M0	M30
18	Norwegian Archive, Library and Museum Authority	ABM-utvikling	NO	NM	M0	M30
19	Fundación Biblioteca Virtual Miguel de Cervantes	FBVMC	ES	NM	M0	M30
20	CIMEC - Institute for Cultural Memory	CIMEC	RO	NM	M0	M30
21	Rundfunk Berlin-Brandenburg	RBB (DISMARC)	DE	NM	M0	M30
22	Veria Central Public Library	VERIA	GR	NM	M0	M30
23	Eesti Rahvusraamatukogu	RR	EE	NM	M0	M30
24	Royal Library of Belgium	KBR	BE	NM	M0	M30
25	Instituto Superior Técnico	IST (DIGMAP)	PT	NM	M0	M30
26	Luleå University of Technology	LTU (KMM Project)	SE	NM	M0	M30
27	Ministry of Education and Culture, Kypriaki Vivliothiki	KV	CY	NM	M0	M30
28	Nasjonalbiblioteket, National Library of Norway	NLN	NO	NM	M0	M30
29	Slovenská národná knižnica	SNK	SK	NM	M0	M30
30	EREMO s.r.l.	EREMO	IT	NM	M0	M30
31	Stichting Digitaal Erfgoed Nederland	DEN	NL	NM	M0	M30
32	National Library of Latvia	NLL	LV	NM	M0	M30
33	Narodna in univerzitetna knjižnica	NUK	SL	NM	M0	M30
34	NAPLE - National Authorities on Public Libraries in Europe	NAPLE	DK	NM	M0	M30
35	Heriot-Watt University	HWU	UK	NM	M0	M30
36	Vilniaus universitetas	VUFC	LT	NM	M0	M30
37	Statsbiblioteket	SB	DK	NM	M0	M30
38	Biblioteca de Catalunya	BA	ES	NM	M0	M30
39	Stichting Nederland Kennisland	Knowledgeland	NL	NM	M0	M30
40	Consiglio Nazionale Delle Ricerche	CNR MultiMatch	IT	NM	M0	M30
41	Landsbókasafn Íslands – Háskólabókasafn /National and University Library of Iceland	LBS-HBS	IS	NM	M0	M30
42	Gesellschaft Sozialwissenschaftlicher	GESIS	DE	NM	M0	M30

	Infrastruktureinrichtungen e.V.					
43	National Library of Sweden, ABM-centrum	ABM Sweden	SE	NM	M0	M30
44	Danish Agency for Libraries and Media	DALM	DK	NM	M0	M30
45	Ligue des Bibliothèques Européennes de Recherche	LIBER	NL	NM	M0	M30
46	European Broadcasting Union	EBU	CH	NM	M0	M30
47	Vrije Universiteit, independent entity of "Vereniging voor christelijk hoger onderwijs, wetenschappelijk onderzoek en patiëntenzorg"	VUA	NL	NM	M0	M30
48	National Technical University of Athens	NTUA	GR	NM	M0	M30
49	National Széchényi Library	NSZL	HU	NM	M0	M30
50	Biblioteca Nacional de Portugal	BNP	PT	NM	M0	M30
51	Österreichische Nationalbibliothek	ONB	AT	NM	M0	M30
52	Landesarchiv Baden-Württemberg	LABW	DE	NM	M0	M30
53	Stichting Erfgoed Nederland	Erfgoed Nederland	NL	NM	M0	M30
54	Liechtensteinische Landesbibliothek	FLLB	LI	NM	M0	M30
55	Biblioteca Nacional de España	BNE	ES	NM	M0	M30
56	Regione Marche - Culture, Tourism and Commerce Unit	Regione Marche	IT	NM	M0	M30
57	National Library of Luxembourg	BnL	LU	NM	M0	M30
58	EBLIDA (European Bureau of Library, Information and Documentation Associations)	EBLIDA	NL	NM	M0	M30
59	International Institute of Social History	IISG	NL	NM	M0	M30
60	Consortium of European Research Libraries	CERL	UK	NM	M0	M30
61	Instituto Superior Técnico	IST	PT	NM	M0	M30
62	Národní knihovna • eské republiky	NKP	CZ	NM	M0	M30
63	Heritage Malta	Heritage Malta	MT	NM	M0	M30
64	Georg August Universitaet Goettingen Stiftung Offentlichen Rechts	UGOE (DRIVER)	DE	NM	M0	M30
65	Ministero per i Beni e le Attività Culturali	MIBAC (ATHENA)	IT	NM	M0	M30
66	MDR Partners	MDR (EDLocal)	UK	NM	M0	M30
67	Universitaet Bielefeld	UNIBI	DE	NM	M0	M30
68	National Library of Poland (Biblioteka Narodowa)	NLP	PL	NM	M0	M30
69	Universität Wien	UW	AT	NM	M0	M30
70	Angewandte Informationstechnik Forschungsgesellschaft mbH	AIT	AT	NM	M0	M30
71	National Library of Finland	NLF	FI	NM	M0	M30

73	Stiftung Preußischer Kulturbesitz	SPK	DE	NM	M0	M30
74	Università degli Studi di Padova - Dipartimento di Ingegneria dell'Informazione	UNIPD	IT	NM	M0	M30
75	University College Cork	UCC	IE	NM	M0	M30
76	Museum of London	Museum of London	UK	NM	M0	M30
77	CELI s.r.l.	CELI	IT	NM	M0	M30
78	Humboldt-Universität zu Berlin / Institut für Bibliotheks- und Informationswissenschaft	HU Berlin	DE	NM	M0	M30
79	Museums, Libraries & Archives Council	MLA	UK	NM	M0	M30
80	Foundation for research and technology - Hellas	FORTH	GR	NM	M0	M30
81	National Archives of Finland	NA Finland	FI	NM	M0	M30
82	Stichting Het Rijksmuseum	None	NL	NM	M0	M30
83	Universitaet Basel	UNIBAS	CH	NM	M0	M30
84	XEROX SAS	XEROX	FR	NM	M0	M30
85	Eremo srl	EREMO	IT	NM	M0	M30



## 2 Contribution to programme objectives

### Programme objectives

The eContent<sup>plus</sup> work programme for 2008 includes within the Digital Libraries chapter 5.5 a call for one “Thematic Network for co-coordinating and supporting the European Digital Library.” This project is a specific response to this request. This thematic network is also specifically linked to the EuropeanaConnect best practice network in the same call, coordinated by the Austrian National Library. The linked Best Practice Network for the use and services of the European Digital Library responds to chapter 5.2 of the call. EuropeanaConnect will deliver key components for Europeana and will provide a critical mass of audio (music) content. Europeana also has a direct interest in the content to be provided by EUScreen. The aim is to deduplicate effort across these networks to be able to deliver a coordinated result where Europeana is an operational service with strong content lines from the audio visual and sound archives. This adds to the work being done in the complementary projects of eContentPlus under the 2007 call of Athena, APENET, EDLocal, and EFG which aim to bring in digital and digitised content from Museums, Archives, Regional and Local institutions, and Film. The cluster also includes the targeted project EuropeanaTravel, Judeica and MIMO.

The linked projects together take forward one of the core objectives of the work programme, the development of the European Digital Library, now known as Europeana. Together, if selected, they will be at the heart of the work programme’s efforts in relation to Digital Libraries. In particular, EuropeanaConnect provides essential implementation work to be able to access particular content and make such content truly interoperable and usable to the user. The need to provide users with multilingual access in later releases of Europeana is being addressed by work in EuropeanaConnect to develop real, scalable solutions to multilingual search and retrieval. Without EuropeanaConnect, Europeana v1.0 would not be viable.

This thematic network meets the stated objective of chapter 5.5. of the work programme to:

*“Develop and put in place operational solutions for the European Digital Library. Raise awareness among stakeholders about the European Digital Library.”*

Furthermore:

- It brings “together all the relevant stakeholders and expertise necessary to formulate solutions, achieve consensus and implement decisions for the European Digital Library on operational issues” and is “representative of the different types of cultural institutions”. It achieves these aims firstly by submitting the project on behalf of the EDL Foundation which achieves the necessary consensus and is representative of libraries, museums, archives, audio-visual archives and other stakeholders. It supplements this by bringing forward into the new network the more than 80 partners in Europeana. In addition, it will of course remain open to new partners and associate members and be proactive in seeking partners in under-represented sectors.
- It will provide facilities to ensure interoperability of solutions for access to digital content using the common user interface for Europeana
- It will establish and implement an updated dissemination strategy for Europeana targeted to all stakeholders, including the general public and educational institutions by enlarging the existing Europeana dissemination strategy.
- It will implement and intensify the Europeana awareness raising strategy specifically to all relevant cultural institutions (museums, archives and libraries) who may wish to join and to other key stakeholders and potential supporters including ministries and publishers.

### The added value of the consortium

The choice of the EDL Foundation and of members of the network builds on the work of the EDLnet network [now called Europeana]. The more than 80 members of the current Europeana network include museums, archives, libraries, audio-visual collections and related institutions, and represent all the countries of Europe. The EDL Foundation brings together many relevant and willing stakeholder associations. The new network

will aim to significantly expand the partner network and encourage the formation of Aggregators with whom Europeana will work directly.

### 3 *European dimension*

#### **The Communication “i2010: DIGITAL LIBRARIES”**

The eContentplus work programme is part of the Commission’s policy announced in 2005, “*i2010 – A European Information Society for growth and employment*”. Like the work programme itself, this Europeana thematic network supports and advances the i2010 digital libraries agenda, specifically in respect of cultural heritage. One of the main objectives of the Digital Libraries Initiative is to achieve ‘the European Digital Library’, which will give citizens direct access from their computer to cultural collections from all Member States.

One of the actions announced by the Commission in the Digital Libraries communication was to “*catalyse and stimulate work of the national libraries.*” This led amongst other things to the Koninklijke Bibliotheek, National Library of the Netherlands proposing the EDLnet network [now called Europeana] on CENL’s [Conference of European National Librarians] behalf. EDLnet provided the environment in which EDL Foundation was created and this project is a direct successor to all these activities. It will build on Europeana which in turn built on The European Library (TEL) and other initiatives. The Europeana portal itself will provide a multilingual common access point to Europe’s distributed digital cultural heritage.

#### **Contribution to economic development and social objectives**

The Europeana network works with the grain of a number of strands of the i2010 initiative aiming at harnessing the power of Information and Communication Technologies (ICT) to provide a favourable environment for private investment, job creation and productivity growth in Europe, while modernising public services and giving everyone the opportunity to participate in the Information Society. Given the importance of ICT for today’s economy, i2010 is a key element of the [Lisbon strategy](#) for growth and employment.

This thematic network will of course raise the profile of digitisation and stimulate digitisation activity amongst its members. i2010: DIGITAL LIBRARIES recognises the potential *economic benefits* of digitisation. It states that “once digitised, Europe’s cultural heritage can be a driver of networked traffic. It will be a rich source of raw material to be re-used for added-value services and products in sectors such as tourism and education. If properly preserved, the material can be used time and time again. Furthermore, digitisation efforts will have considerable spin-offs for firms developing new technologies.”

In society as a whole, libraries, museums and archives bring benefits to a broad range of people. Researchers, businesses, education, the general public all benefit from their services and collections. They create three-fold value; as a critical resource for European research; by underpinning business and enterprise through their contribution to knowledge transfer, creativity and innovation; and as cultural institutions with a vital role as holders of the national, regional or local memory. As promoters of cultural citizenship, their social impact is already immense, but the European Digital Library aims to comprehensively extend access to the riches of Europe’s memory institutions to everyone with internet access. It will no longer be necessary to travel to the capital or even abroad to access key documents and cultural treasures and linguistic barriers will also be significantly reduced. It will also increase discovery of existing networked resources that would otherwise remain undiscovered.

The Communication from the Commission on the Digitisation and Online Accessibility of Cultural Material and Digital Preservation of 24th August 2006 makes the following additional point about the *economic value* of these activities:

“Beyond its fundamental cultural value, cultural material is an important resource for new added value services. The measures recommended will contribute to enhancing growth in related high value-added sectors such as tourism, education and media. High-quality digital content is a key driver for large scale industrial activities (hence the interest on the part of major search engines). Digitisation and digital preservation are knowledge-intensive activities that are likely to grow considerably in the coming years.”

## 4 Project work plan

### 4.1 Description of work and roles

#### Overall methodology of the work programme

Given the scale of this operation and the necessity to actually achieve concrete results in the lifetime of the network, the work programme will be organised on Prince II guidelines, with work packages, work package leaders, milestones and deliverables. Each work package leader has specific responsibilities, supported by members of the EDL Foundation Office.

There are 6 work packages broken down into the following areas:

WP1 Developing the partner and user network.

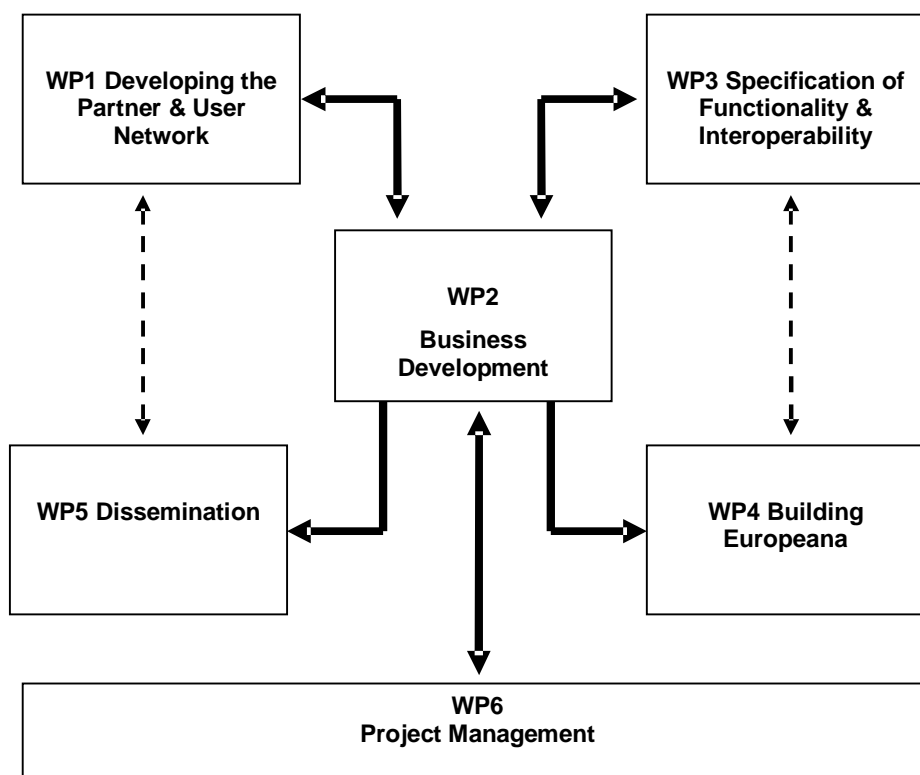
WP2 Business Development

WP3 Further Specification of Functionality and Interoperability aspects of Europeana

WP4 Building Europeana

WP5 Dissemination of Europeana

WP6 Management and Reporting.



#### Work Package Contents

##### Workpackage 1 Developing the partner and user network

This work package has overall responsibility for business and organisational decisions for the network and takes these decisions as recommendations to the EDL Foundation Executive Group. It continues the work of

EDLnet; increasing the numbers and quality of the partner, stakeholder and end user networks. It pushes the concept of aggregation at national levels and vertically within domains. It will use these networks in all their forms [working groups, EDL Foundation membership, other relevant ECP and FP7 projects, user advisory board, focus and feedback groups etc.] to develop Europeana as an operational service and to press ahead with its development.

The work package works on consensus and buy-in of the institutions and on creating an operational organisational structure. It deliberately includes users and usability within the work package to ensure that all decisions are in line with user demands and wishes, which will remain the lead for the vision.

#### Work package 2 Business Development

This work package carries out the decisions of WP1, the EDL Foundation and works closely with WP5 to market the network and the site. It is responsible for fund raising to find matching funds and sustainability solutions for Europeana. It will also encourage institutions to organise the delivery of their content through aggregators to ensure a longer term maintainable work flow.

#### Work package 3 Further Specification of Functionality and Interoperability aspects of Europeana

Continuing the work started under EDLnet this work package keeps up the networking and knowledge transfer about technology and interoperability of data. It will have a proactive engagement with the various communities, including site visits and focused meetings either on a domain level (for technical and organizational issues) or with a geographic perspective (for organizational and policy issues). It will concentrate on the 3 main aspects of Interoperability: *basic semantic interoperability, objects and their surrogates and technical and architectural interoperability*

It will maintain a technology watch on new developments and standards in the wider world and make recommendations on if, when and how they should be deployed in Europeana. It is responsible for the functional specifications of version 1.0 and the subsequent releases and ensuring development stays in line with these requirements.

#### Work Package 4 Building Europeana

This WP will create a stable and well defined organisational and operational framework for connecting WP3 R&D activities with a Europeana “Build, Test and Deploy” organisation. It will enable a distributed team of developers and metadata specialists and a core team based at the EDL Office to deliver two major releases (Rhine and Danube) with quarterly releases onwards.

An Open Source Infrastructure will become the R&D backbone that will feed validated prototypes into the deploy and production environment of Europeana.

The “Rhine Release” will be built on validated architecture and technologies from the prototype also known as V0.3. The “Danube Release” will also strive to pull architecture and technologies from the Open Source Community Sandbox factory.

The overall releases plan is 2 major releases of the production platform M7-M30, bi-monthly releases of the prototype and quarterly releases for the operational service releases.

#### Work Package 5 Dissemination of Europeana

This work package looks after two major aspects of dissemination: encouraging the network and stakeholders to participate and deliver their content and driving end users to the operational site. Thus it focuses both on the stakeholders and the end users. .

Dissemination activities to the network consists of work such as ensuring attendance at plenary sessions, communicating progress and deepening representation through the networks, it continues to make partners and aggregators wish to send content. Dissemination activities to end users will include many specialised techniques as described elsewhere including using search engine promotion and optimisation, online advertising and placing the site in the workflow of the user. Appropriate tools will be employed for the various user groups that have been identified for Europeana, such as the general users, students and teachers, researchers and professionals from the cultural heritage sector.

Wherever appropriate, dissemination activities will be undertaken in coordination with EuropeanaConnect, EuropeanaTravel and other projects in the Europeana cluster to avoid any potential confusion and to maximise resources. To help achieve this, WP5 will coordinate a small internal working group, Working Group 5, called the Europeana Cluster Dissemination Working Group focusing on dissemination collaboration between the various networks and projects under eContentplus but most particularly with

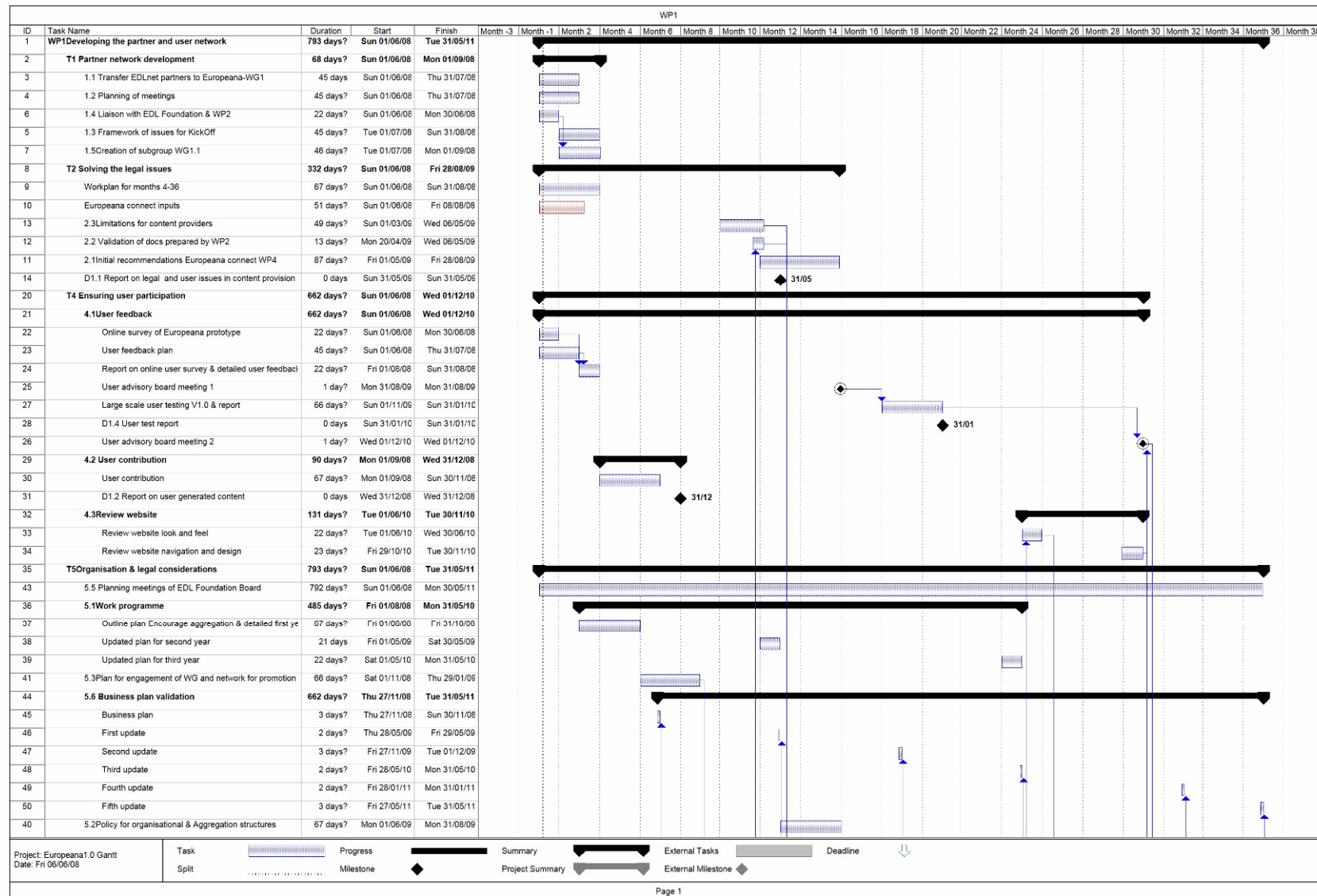
EuropeanaConnect and any of the other projects in which the EDL Foundation is a partner. Its role is to ensure good communication between these networks and to maximise opportunities for dissemination. Members of the Thematic Network Partners Group who are interested and able to help build the dissemination messages in their domains or countries may also be invited to contribute to the work of this group. The group will meet at intervals that ensure that it can contribute effectively to the planning of concertation events, press releases, newsletters, and the overall all plenary, conference, workshop and concertation plan in a coordinated and effective way.

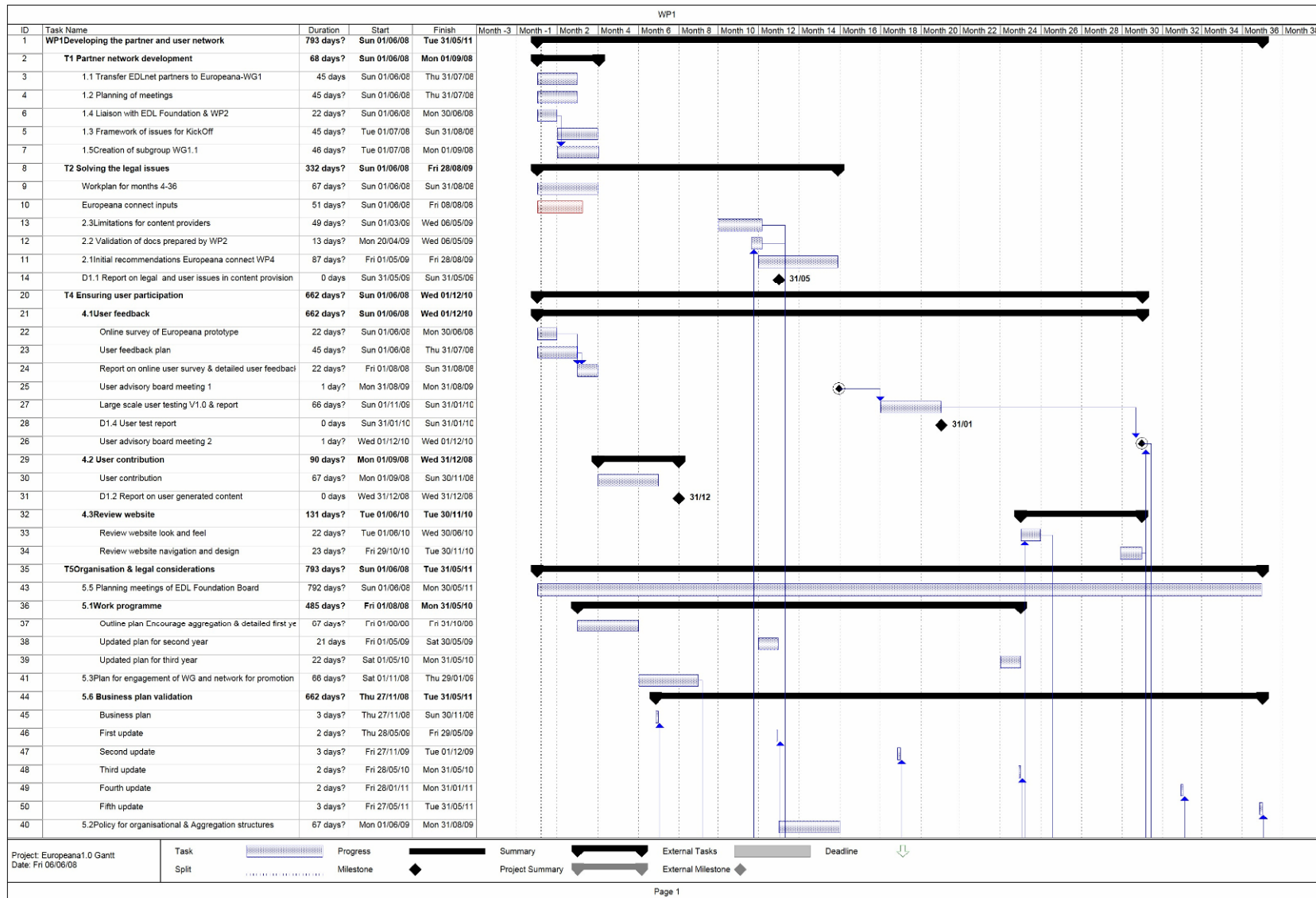
#### Work Package 6 Management and Reporting

Overall control of the network is undertaken in this work package, ensuring deadlines are kept and risks minimised. It is responsible for setting up the operational office and recruitment, managing the project and for reporting to the Commission. It leads the network as a whole for both scientific coordination in the shape of the business development director responsible for all delivery and administrative coordination. It will establish an operational office and recruit staff as needed including individuals responsible for technical development and production, for operational management of content, workflow, finance and reporting and for business development, editorial, marketing and PR. It will also ensure the technical and legal compliance of the consortium in its contract with the Commission; manage overall the finances of the project and maintain adequate records; ensure that the consortium is effectively managed and co-ordinated internally in order to optimise its performance, meet its objectives and produce its agreed deliverables; assure overall the quality of the work of the consortium and the fitness for purpose of its deliverables. WP6 also has a major task coordinating the results of the linked projects so that they may be integrated into subsequent releases of Europeana. In being responsible for the operational site and implementation of Europeana v1.0 according to the functional specification, it will not be possible with the in-house team to also do the development work needed to create the site the user wants. This development work sits in Europeana Connect. Here the additional services, the fundamentals for multilingual search and retrieval will be developed to be added into each release of Europeana after its launch as an operational service. This will need careful planning of resource within the EDL Foundation Office and to ensure integration of development elsewhere is timely. WP6 also undertakes the direction of the Cluster Steering Group which will consist of the Europeana v1.0 Network Management Board plus the coordinators of other projects in the Europeana cluster. Membership will depend partly on what is selected for funding. Its role is to keep personal communications channels open and to raise and solve issues relating to the timing and interaction of projects in the cluster. It will meet at 6 monthly intervals starting in Month 1.

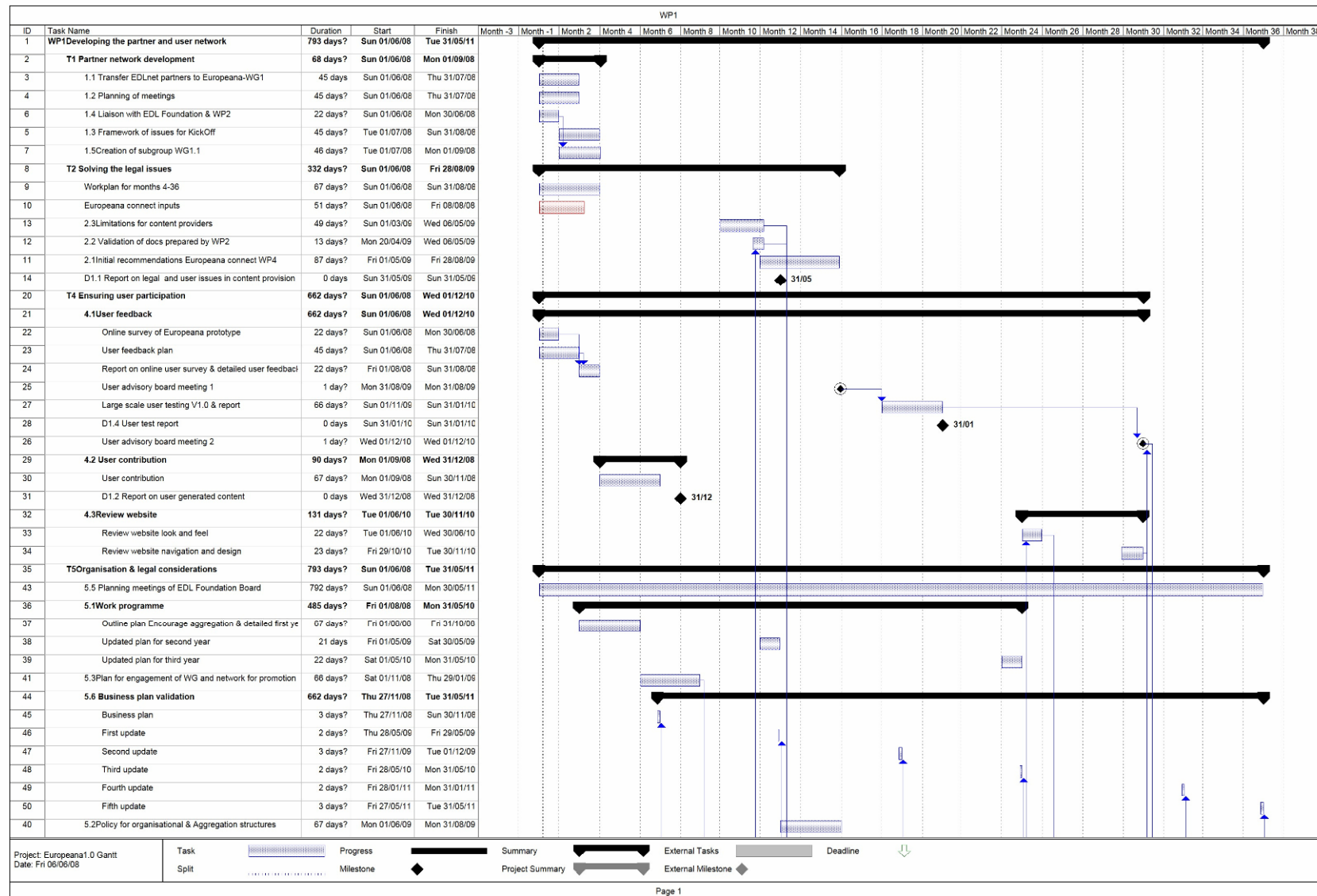
### 4.2 Project plan

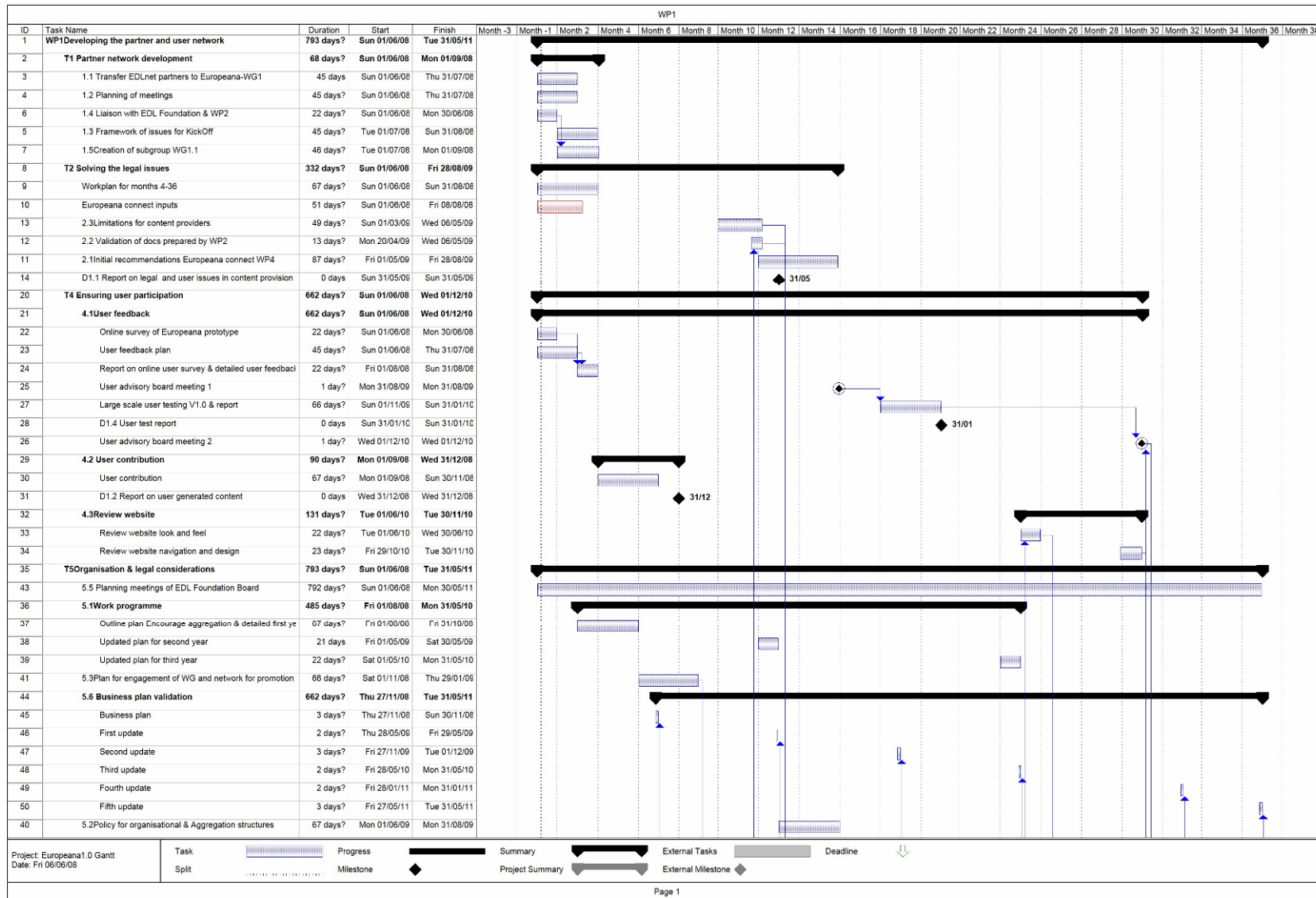
ID	Task Name	M-3	M-1	M2	M4	M6	M8	M10	M12	M14	M16	M18	M20	M22	M24	M26	M28	M30	M32	M34	M36	M38
1	<b>WP1</b> Developing the partner and user network	[Task bar]																				
2	T1 Partner network development	[Task bar]																				
8	T2 Solving the legal issues	[Task bar]																				
20	T4 Ensuring user participation	[Task bar]																				
21	4.1User feedback	[Task bar]																				
29	4.2 User contribution	[Task bar]																				
32	4.3Review website	[Task bar]																				
35	T5Organisation & legal considerations	[Task bar]																				
36	5.1Work programme	[Task bar]																				
44	5.6 Business plan validation	[Task bar]																				
15	T3Review of functional specifications	[Task bar]																				
51	<b>WP2</b> Business Development	[Task bar]																				
76	T6Full partner organisational structure	[Task bar]																				
60	T3 Fund raising plan	[Task bar]																				
64	T4Execution of Partner Development programme	[Task bar]																				
73	T5Policy portofolio	[Task bar]																				
53	T2Business plan 2010-2015 consolidation	[Task bar]																				
79	T7Contract & partnership agreement	[Task bar]																				
82	T8 Partner content delivery plan	[Task bar]																				
97	T11Service plan 1 & 2	[Task bar]																				
94	T10Plan for new contents & new partners	[Task bar]																				
91	T9Content distribution plan	[Task bar]																				
100	<b>WP3</b> Further Specification of Functionality and Interoperability	[Task bar]																				
102	T2WP contribution organisation	[Task bar]																				
105	T3Review of EDLnet D2.5	[Task bar]																				
107	T4Technology watch	[Task bar]																				
111	T6 Incorporate changes	[Task bar]																				
117	T7 Rcommendations for changes object &semantic models and architecture	[Task bar]																				
123	T8 Functional specifications	[Task bar]																				
127	T9OAI-PMH infrastructure	[Task bar]																				
130	T10 Review each release	[Task bar]																				
135	T11 Recommendations for work over next 3 years	[Task bar]																				
138	<b>WP4</b> Building Europeana	[Task bar]																				
147	T5Europeana test & research environment	[Task bar]																				
151	T6Ingest content in Europeana prototype	[Task bar]																				
141	T3Infrastructure for hosting	[Task bar]																				
143	T4V1.0 implementation &opening of full service	[Task bar]																				
159	T9 Releases plan	[Task bar]																				
163	T10 Releases	[Task bar]																				
168	T12 Review website	[Task bar]																				











### 4.3 Work package and labour effort overview

#### Work Package and Labour Effort Overview

WP No <sup>1</sup>	Work package title	Lead Beneficiary No <sup>2</sup>	Start month <sup>3</sup>	End month <sup>4</sup>	Total Person months <sup>5</sup>	Person months effort per workpackage
						AP1
1	Developing the partner and user network.	1	1	30	35	35
2	Business Development	1	1	30	165	165
3	Further Specification of Functionality and Interoperability aspects of Europeana	1	1	30	36	36
4	Building Europeana	1	1	30	165	165
5	Marketing Europeana	1	1	30	92	92
6	Management and Reporting	1	1	30	33	33
<b>Total</b>					520	520

<sup>1</sup> Workpackage number: WP 1 – WP n.

<sup>2</sup> Number of the applicant leading the work in this work package.

<sup>3</sup> Relative start date for the work in the specific work packages, month 0 marking the start of the project, and all other start dates being relative to this start date.

<sup>4</sup> Relative end date, month 0 marking the start of the project, and all ends dates being relative to this start date.

<sup>5</sup> The total number of person-months allocated to each work package.

<sup>6</sup> BE<sub>1</sub> – BE<sub>m</sub>: Applicants numbered 1 to m

PM<sub>nm</sub>: Person months allocated in WP n for applicant number m

#### 4.4 Work package description

### Work package Description

<b>Work package number :</b>	<b>1</b>	<b>Start date:</b>	<b>1</b>	<b>End date:</b>	<b>30</b>
<b>Work package title:</b>	<b>Developing the partner and user network.</b>				

#### Objectives

**WP1 Developing the partner and user network.** The vision of Europeana as an aggregator of European cultural content to produce a sustainable joint portal and spawn other uses is owned by this WP. The WP package deliberately combines the needs of users and content providers to provide a service that works for the users. This requires accommodation and change by the content providers in the main. EDLnet achieved some good traction with a cross domain set of partners and some useful input from users. This needs to be consolidated and then developed further during the lifetime of this network. It is necessary to continue the work to gain further agreements on political and governance issues and to make recommendations on policy and business. It remains important to continue to align user needs with the technical and political capabilities of the institutions providing the content. This WP will work with WP2 Business Development as the internal validation of work undertaken by WP2. It will also validate work undertaken by Europeana Connect such as in the creation of a Europeana Licensing Framework. It will use the workgroup representatives to ensure that Europeana is represented at events in their domains and at country levels. It will continue to encourage partners in the delivery of content and to participate in the issues of creating Europeana v1.0. The WP will manage the transition of the EDLnet network partners and work packages to Europeana v1.0. A new Work Group responsible for policy and organisation work will be convened. It is responsible for liaison with the EDL Foundation. The additional responsibility of users and usability for the testing of the operational service and its releases and create strategy from user research and log files sits within this WP. It will make consequent recommendations, in line with user wishes, for change to the functional specifications delivered under WP3. It will also determine the content of plenary conference programmes.

The WP validates all decisions connected with governance and the business model.

**Internal WP leader:** Executive Director, EDL Foundation.

#### Description of work

##### Task 1. Partner network development

Subtask 1.1 Set up Thematic Partner Network. Transfer EDLnet partners to Europeana Network. Invite new partners, projects and individuals. This must include representation of the associations in EDL Foundation. Set up of new Work Group of old and new volunteers [WG1] M2 The role of this Working Group is dealing with issues relating to policy and organisation. The Work Group continues the work of EDLnet in creating policy and solving organisational issues. It operates as the think tank for Europeana, performing analysis and formulating policy recommendation for validation by EDL Foundation on the issues such as licensing, IPR and public domain material. It will make practical recommendations for policy and implementation. Three sub work groups are envisaged to start. These will cover licensing, aggregators and users. Other working groups can be set up as the need arises, such as one for business model and finance related issues.

Subtask 1.2 Meetings: Plan for up to 3 meetings per year for this work group and ensure agendas are aligned and commitment is possible. Allow for unplanned activity to ensure buy in and understanding from all communities, including attendance at relevant meetings or conferences by M2. Encourage virtual meetings of the sub groups. Plan and develop with WP5 all plenary and concertation meetings for the network. Starting with Kick Off for Working Groups in M4.

Subtask 1.3 Framework of issues for discussion at kick off and plenary conferences, including recommendations made during EDLnet such as repetition of the vision, selling the business model and policy towards public domain content

Subtask 1.4 Subgroups. Set up subgroups from within the overall working group to include:

**\*WG1.1 Users**

## WG1.2 Licensing

## WG 1.3 Aggregators

- Milestone 1.1. WG1. is established and all subtasks of task 1 are completed. Month 3

**Task 2. Solving the legal issues**

Form the sub work group of WG1,2, representative of the different domains and interested in the legal issues related to content and content reuse. This group will include members of the group 4.1 of EuropeanaConnect M1. First meeting of WG1.2 in M2.

Create a list of legal issues in need of resolution e.g.: Copyright, IPR, Terms of Use for Europeana, Use of Creative Commons, integration of user generated content, permitted reuse, licensing and partnership agreements by M4. This list will be given to EuropeanaConnect WP4 as the starting point of their work. A first pragmatic draft of the Europeana Content License will be given to EuropeanaConnect in M5. EuropeanaConnect must deliver an implementable Europeana Content License by November 2009. WG1.2 will validate the work by WP4 of EuropeanaConnect in December 2009, to deliver a Europeana Content License to WP2 by January 2010.

Develop and execute a work plan for subgroup WG1.2 for months 4-30 with milestones, related to releases Rhine and Danube of Europeana v1.0 and to subsequent release plans. The workplan should address issues on the list of legal issues, created in months 1-4, not being addressed by WP4 of EuropeanaConnect. M5-7

Contribute to the work of EuropeanaConnect WP4 and the EDL Foundation to assess the feasibility of a Europeana Public Domain License within a Europeana Licensing Framework. Members of the subgroup to be in both projects.

List of workplan activities to include the following:

- Define the likely limitations that will be imposed on content by content providers e.g.: type of content that can be used in the API's and report to WP2. M6
- Determine with WP2 how to clear the use of the Europeana enriched data structures to generate revenue M10
- First pragmatic draft of Europeana Content License to be given to EuropeanaConnect WP4 by M5
- Validation of the draft license produced by WP4 of EuropeanaConnect by M12
- Validation of partnership agreements, terms of use for site and content created by WP2. This task should also be a consultation exercise to ensure wide buy in and commentary by each Thematic network member. M4-M8
- Creation of a contract to cover the inclusion and reuse of partner and aggregator content in Europeana API's M12
- Validation of the initial recommendations of WP4 EuropeanaConnect for a Europeana Licensing Framework, M12
- Milestone 1.2. Workplan for solution of legal issues aligned with inputs from EuropeanaConnect Description of Work. Month 3
- D1.1 License; for use of content with partners and aggregators of content for Europeana.M12
- D1.2 Report on the legal and user issues in content provision M18

**Task 3 Ensuring User participation**

This task includes:

- set up sub group 1.1 to create a work plan that gathers user wishes and opinions by M2
- create work plan by M5
- set up strategy for dealing with user feedback,
- determining the research required to understand users needs and wants
- reporting and making recommendations to WG1 on findings.

To ensure the continued delivery of europeana.eu in line with user wishes.

Work plan should include: user feedback and usage from focus groups and it will incorporate experts in the fields of usability of interfaces and questionnaire design and analysis. It will undertake surveys and log file analysis, in relation to the release plan and requirements for the functional specifications of WP4. This task will make specific use of the methodology and test users set up under task 3.2 of EuropeanaConnect. It depends also on the logfile analysis work in EuropeanaConnect WP3, which will be a key input for post launch development of Europeana Rhine in M18 for Deliverable 1.3 in M26

For User Feedback:

- a. Conduct at least 2 online users' surveys. The first on the prototype and the second on Europeana Rhine.

Online User survey for Europeana Prototype M1-3. Create tender document for a company to conduct survey in as many languages as possible. Request translation volunteers from network. Choose external company. Agree survey in English. Survey to be online in M2 for 10 days. Results to be analysed for Work Groups Kick Off in M4. Written report M4.

Online User survey for Europeana Rhine M20-24. Same process as for prototype.

- b. Create a review schedule for website navigation and design with WP4 according to user input and planning for releases by M4. Make use of focus groups and other input to recommend in written reviews, changes to the site. Validate changes with User advisory board.
- c. Develop a user advisory board, M12 hold at least 2 meetings with this board – M15 and M30
  - Milestone 1.3. Work plan to gather user wishes and feed back by M2
  - Milestone 1.4. – Report on online User Survey of prototype M4
  - Milestones 1.5-1.9 Written reviews of website navigation and design for WP2, M5-M24
  - Milestone 1.10 – Report on online user survey of Europeana v1.0 M25
  - D1.3. User tests report M26

Subtask 3.2 – User Generated Content

Review of the various forms and types of user generated content in use on other websites and portals, including an assessment of how this content is managed and moderated by month 5. The review should take into account the experience around the launch of Europeana. Recommend how UGC should be implemented in Europeana Rhine. Recommendations to be given to WP2 to write requirements for WP4.

Create a policy on the incorporation of such content into Europeana for agreement by the whole of WP1.

Prioritise and agree on WP recommendations for incorporation and encouragement of user generated content according to the release schedule M6-M30.

- Milestone 1.11 Review of types and management of user generated content Month 5
- D1.4. Europeana Policy on user generated content Month 9

#### **Task 4 Organisation and Policies**

Develop the preferred organisational model through encouragement of aggregation at national or international levels. With country members and members of Work Group 1, help WP2 plan and create workshops in countries and/or work with current aggregations or projects in the domains to proselytise the Europeana concept of a distributed network of aggregators. Integrate new partners into the network. Promote aggregator concept at national and European Level and uncover shared issues for discussion at joint meetings for national and vertical aggregators. Mobilise domains and national institutions to put in place strong, fit for purpose organisational structures enabling participation at a European level. Determine and write the policies needed for Europeana.eu.

Subtask 4.1 Develop a work programme for the duration of Europeana v1.0, to outline policies that need to be in place, to encourage aggregation and to ensure top and bottom buy in i.e.: Ministry Funding and Provider Delivery of Content. Schedule all forward meetings

- Milestone 1.12. – Research of gaps in aggregation M2
- Milestone 1.13 - Outline plan on how to encourage vertical aggregation e.g.: EFG and horizontal aggregation e.g.: National Portals with details on dependencies, for first year, to include a policy

document from Europeana– M4

- Milestone 1.14. – Updated plan on how to encourage aggregation with details for second year – M12
- Milestone 1.15 – Updated plan on how to encourage aggregation with details for the last 6 months and future recommendations – M24

Subtask 4.2. Produce policy documents according to the identified gaps of subtask 4.1 and including:

- a. Europeana policy on the required organisational model for vertical and national aggregators for an operational Europeana. M 10
- b. Europeana policy on IPR and Rights Issues to feed into WP2 and WP3. Use work of EuropeanaConnect WP4 to formulate policy.

D1. 5 Europeana Policy on IPR and Rights – M15

D1.6 Policy document for Organisational and Aggregation structures M 10

Subtask 4.3 Mobilising the network - Realise a plan with WP2, to engage each member of the work group and the wider network, to encourage the delivery of content and implementation of policies in their domain or country through promotional activities such as: a relevant conference speech, organisation of an event or workshop, creation of brochures in native languages. Education of stakeholders in areas such as what is a prototype falls under subtask 4.3. Feed into the Partner Development Plan Update in M8 of WP2 as milestone 2. It will be executed by WP2 and WP5. It should include workshops around guidelines and standards for aggregators. Also from the established gaps in aggregation at national and vertical levels there should be recommendations to relevant government and institutional bodies for change

Subtask 4.4 – Responsibility with the Business Development Director for the planning meetings of the EDL Foundation Board to ensure that all relevant issues are communicated and validated.

Subtask 4.5 Validate the business plan created by WP2, task 2 and its regular updates

- Milestone 1.16 – Business plan 2010-2015 – M6.

#### **Task 5 API Requirements**

Using an expert group of stakeholders create a use case scenario and requirements for API use and implementation in Europeana Rhine, by month 5.

#### **Resources Required:**

Executive Director 2MM, Business Development Director 2MM, Marketing & Communications Manager 2MM, Business Development Manager 10MM, Projects Coordinator 6MM, Dissemination & PR Coordinator 7MM, Editorial Coordinator 3MM, Project Assistant 3MM.

**Total Person Months EDL Office – 35MM**

**External Resource:** WP Leaders and sub group leader, User research and surveys, legal council,

**External Resources:** WP1 Leader 1: 4.1MM, WP1 Leader 2: 3.3MM

**Total External: 7.4MM**

#### **Milestones<sup>1</sup> and expected results**

- Milestone 1.1. WG1 is established and all subtasks of task 1 are completed. M3
- Milestone 1.2. Workplan for solution of legal issues aligned with inputs from EuropeanaConnect Description of Work. M3
- Milestone 1.3. Workplan for user feed back M2
- Milestone 1.4. – Report on online User Survey of prototype and detailed user feedback plan – M4
- Milestones 1.5-1.9 Written reviews of website navigation and design with WP4, M5-M24

<sup>1</sup> A milestone is a scheduled event marking the completion of a major part of the project work. It is used as a project checkpoint to validate how the project is progressing and revalidate work. Milestones numbers indicate the work package they relate to (e.g. M2.1 is the first Milestone of work package 2).

- Milestone 1.10 – Report on online user survey of Europeana v1.0 M25
- Milestone 1.11 Review of types and management of user generated content Month 7
- Milestone 1.12. – Research of gaps in aggregation M2
- Milestone 1.13 - Outline plan on how to encourage vertical aggregation e.g.: EFG and horizontal aggregation e.g.: National Portals with details on dependencies, for first year, to include a policy document from Europeana– M4
- Milestone 1.14. – Updated plan on how to encourage aggregation with details for second year – M12
- Milestone 1.15 – Updated plan on how to encourage aggregation with details for the last 6 months and future recommendations – M24
- Milestone 1.16 – Business plan 2010-2015 – M6.

#### Deliverables

- D1.1 License; for use of content with partners and aggregators of content for Europeana M12
- D1.2 Report on the legal and user issues in content provision M18
- D1.3. User tests report M26
- D1.4. Europeana Policy on user generated content Month 9
- D1. 5 Europeana Policy on IPR and Rights – M15
- D1.6 Policy document for Organisational and Aggregation structures M 10

<b>Work package number :</b>	<b>2</b>	<b>Start date:</b>	<b>1</b>	<b>End date:</b>	<b>30</b>
<b>Work package title:</b>	<b>Business Development</b>				

#### Objectives

**WP2 Business Development.** This work package will look after fund raising and long term sustainability as well as policy development and implementation. It will also follow up on events organised by WP1 partners with a planned programme of visits to museums, publishers, and archives to 'sell' the benefits of being part of the Europeana network. Fund raising will seek further Commission help but will also investigate and implement private public partnerships, sponsorships, advertising, and government.

Work will be undertaken to implement the decisions of WP1 and the EDL Foundation on licensing issues and the longer term sustainability of the service. This will include some liaison with ministries and relationship development. As the EDL Foundation becomes a bigger player in this market it will need to have some policies in place to deal with a variety of issues. These need to be developed. Policies will also be put in train by WP1 and need to be taken up, embedded and disseminated by WP2. Further non technical mechanisms also need to be put in place to enable the distribution of agreed Europeana content to other channels for mash up and reuse.

The WP will also implement the recommendations of WP1 of EDLnet and find practical solutions to the management of partners and their content. It will therefore also deal with rights and IPR issues, making use of the Europeana Licensing Framework and tools created under Europeana Connect WP4. It will use WP1 as a sounding board and for decisions arising from field work. The work is undertaken by EDL Office staff, reporting both to WP1 and to the EDL Foundation. This workpackage does not have a working group of its own.

**WP Leader:** EDL Foundation Business Development Director

#### Description of work



**Task 1 – Completion and Implementation of Road Map.**

Completion and implementation of the Road Map as defined in EDLnet, in coordination and consultation with WP1 M1-M30. A deliverable of EDLnet WP1 is to create a Road Map for a future operational service. This is essentially a business plan in outline with funding trajectories and major milestones. It will be the guide for the more detailed business plan in task 2.

**Task 2 – Business Plan**

Development of Business Plans for Europeana with the aim of developing a sustainable service with multiple revenue streams. The business plan will be developed in coordination with WP1 to ensure consistency with the overall strategy.

The Business Plan will identify the budget needed to run the Europeana office and to cover participation of Europeana/EDL Foundation in future projects. It gives the rationale of the budget and expected outcomes. The Business Plan will be the basis for the Fundraising Plan described in Task 3

The first Business plan will be delivered in M3. The business plan will be up-dated on a six-monthly basis, to allow for the fast changing environment. From M21 onwards the Business Plans will focus more on the continuation of Europeana as a sustainable service.

Work closely with WP5 to ensure Business Plan 4 (D2.1) is communicated to all stakeholders and press to create buy in and support for the business plan for Europeana as a sustainable service.

Ensure validation of Business Plan by WP1 Subtask 5.6 M1.16

- M2.1 Business Plan 1M3
- M2.2 Business Plan 2M9
- M2.3 Business Plan 3M15
- D2.1 Business Plan 4M20
- M2.4 Business Plan 5M27

**Task 3 – Fundraising Plan**

Fundraising has 2 strands, 1 related to covering matching funding for projects and the other related to long term sustainability after 2011. In conjunction with the business plan a fundraising plan will be developed to ensure matching funding and overhead for all Europeana and related future projects are raised. Regular up dates of the Fundraising plan will be made to report on progress against plan.

Fundraising will be done in close cooperation with the EDL Foundation, the European Commission and the Member States to develop a sustainable and long term funding relationship between Europeana, the EC and the Member States. This will be the focus from Fundraising Plan 4 and 5.

In cooperation with WP1 and the EDL Foundation a policy regarding funding and reporting back to the funding Member States will be developed. This is included in Task 9 – Policy Development.

- M2.5 Fundraising Plan 1 M3
- M2.6 Fundraising Plan 2 M9
- M2.7 Fundraising Plan 3 M15
- M2.8 Fundraising Plan 4 M20
- M2.9 Fundraising Plan 5 M27

**Task 4 – Partner Strategy**

In coordination with WP1, WP5 and the project coordinators a partner strategy will be developed and executed with the aim to; reach 10m objects in Europeana by 2010, ensure a wide support and participation from institutes and aggregators for Europeana, Member States and other stakeholders, leverage the projects related to Europeana that contribute content and ensure a wide variety of content in Europeana across the domains and Member States.

**Subtask 4.1 Partner Development Strategy**

With the input of WP1 Task 5.1, WP2 Task 3 and the projects related to Europeana v1.0 create a Partner Development Strategy, which will help achieve the above mentioned goals. The Partner Development Strategy will look at:

- A. National and domain/vertical aggregators
- B. The relationship between Europeana v1.0 and related projects
- C. New Markets and countries

### **A. National and Domain/Vertical Aggregators**

Together with WP1 T5 develop a strategy to encourage national and vertical aggregators contributing content to Europeana.eu. Plan strategy and activities to promote the aggregator concept with Member States and other institutes that could act as aggregators. Identify and address shared issues for aggregators to enable aggregators to contribute content to Europeana.eu. Assist and advise domains and institutions on organizational and other issues enabling the establishment of aggregators and the contribution of content to Europeana.eu.

### **B. Europeana v1.0 and related projects**

Work closely with the project coordinators of related projects to develop a partner strategy that leverages the related projects partner input and minimizes overlap between the projects. This strategy should clearly demarcate the lines between the various projects and make it clear and transparent to which project an institute should contribute their efforts and content. These guidelines should also help with focusing the dissemination activities of all the projects. Update these guidelines as and when new projects come online and evaluate new projects against these guidelines to avoid overlap and confusion.

This part of the strategy will be based on the following demarcation:

Europeana v1.0 - key institutes, national and domain aggregators.

Europeana Local - regional and local institutes

EFG - film domain

Athena - national museums as far as they are not part of the key institutes identified for Europeana v1.0 and others according to list agreed with EuropeanaLocal

APENet - (national) archives

EUScreen – television archives

BHL Europe – biodiversity libraries

### **C. New Markets and Countries**

In the Partner Development Strategy special focus will be on new markets and partners and how they can be included. For instance publishers and commercial companies. The Strategy will also address questions regarding inclusion of partners from non EU Member States.

Ensure the Partner Development Strategy is communicated to all projects, (potential) partners and stakeholders. The Partner Development Strategy will be up-dated regularly.

- D2.2 Partner Development Strategy – M4 (dependency on WP1 M1.13)

#### Subtask 4.2 Partner Development Programme

Define a programme of activities with WP 5 – Dissemination and the national and domain partners in WP1 and Europeana v1.0 to achieve the goals mentioned above. Activities could include a series of events, visits, meetings, workshops and other communication tools. Regular up dates on the plan will be delivered to communicate on progress and adjustments of the plan.

WP5 will ensure that through the Project Cluster Comms Group the Partner Development Programme is shared with all other projects and activities are coordinated.

- M2.10 Partner Development Programme 1 – M5
- M2.11 Partner Development Programme 2 – M13
- M2.12 Partner Development Programme 3 – M25

### Subtask 4.3 Partner Organisation Structure

Work with WP1 and the EDL Foundation Board of Participants to create an organizational structure of the EDL Foundation that includes and embeds partners in Europeana. Develop and execute the statutory changes needed to create the Council of Content Providers and Aggregators (CCPA) and encourage partners to actively participate in the CCPA.

Together with WP5 organise at least one meeting of the CCPA per year.

Encourage members of the CCPA to participate in Work Packages in Europeana v1.0 and related projects.

Work with members of the CCPA to form longer term working groups, discussion groups and forums to encourage other institutions to contribute to and actively engage with Europeana and to advise the Europeana office and the EDL Foundation on issues related to the development of Europeana.

Assess the need for an organisational structure for contributors to the Sandbox Factory with the aim to embed contributors and the scientific community in Europeana. Set up organisational structure if needed.

- D2.3 Partnership Organisation Structure Proposal with EDL Board of Participants – M6
- M2.13 Partnership organization Structure in place – partners participating – M9

### **Task 5 – Content Strategy**

In coordination with WP4 a content strategy will be developed and executed with the following aims; reach 10m objects in Europeana by 2010; leverage the projects related to Europeana that contribute content and technology; ensure a wide variety of content in Europeana across the domains and Member States. Feed into Task 3 to ensure the Partner Strategy and Partner Development Programme are in line with the Content Strategy.

#### Subtask 5.1 – Content Review

Review existing content in Europeana and content available for Europeana (existing partners, new partners and related projects) to prioritise ingestion of existing and potential partners' content.

Utilise user logs to analyse which content is popular with users and ensure this information feeds into the partner development programme and ingestion prioritisation. Review the content on a quarterly basis.

- M2.14 – Content review – M4 (Dependency WP1 T3 – M1.4)

#### Subtask 5.2 - Content Delivery Plan

Based on the content review create a content delivery plan that ensures delivery on the above mentioned objectives. Review and update the content delivery plan on a quarterly basis.

- D2.4 – Content Delivery Plan – M6

### **Task 6 - Contracts & Partnership agreements**

Develop partnership agreements and content use contracts for all partners and content contributors of Europeana v1.0

#### Subtask 6.1 – Thematic Network Partnership agreement

Review EDLNet Thematic Network Partnership agreement and develop new agreement for existing and new partners in close coordination with WP1, task 1. Ensure that the new partnership agreement includes a 'content use' clause, which will be overruled by the content use contract developed in Subtask 5.2.

- D2.5 – Thematic Network Partnership agreement Europeana v1.0 – M1
- M2.15 – All partners have signed the new agreement – M8

**Subtask 6.2 – Content use contract**

Develop a contract for all content contributors for the use and re-use of their content in Europeana. Work closely with WP1 and legal assistance on the contract. Investigate licensing agreements like Creative Commons, and include views in the Public Domain and licensing issues from experts like the IViR and other organizations and projects.

- D2.6 – Content Use Contract – M8 (dependency WP1 T2)
- M2.16 – All content contributors have signed the contract – M15

**Subtask 6.3 – Terms of use for Europeana.eu**

In co-operation with WP1 Task 3.2 and based on Milestone 1.11 review and develop Terms of Use for Europeana.eu. Terms of use should allow for User Generated Content and include mechanisms for moderation of UGC.

- M2.17 – New Terms of Use in place – M14 (dependency WP1 T2)

**Task 7 – Product and Service Plan**

Based on the Europeana and EDL Foundation vision and strategy develop a Product and Services Plan outlining the roadmap for the future development of Europeana.eu. To position the EDL Foundation and Europeana as thought leaders in the field of access to digital cultural heritage and to ensure future projects are in line with the overall strategy and roadmap a series of publishable White Papers will be produced. To involve both the scientific and open source communities. The topics of the White Papers can range from User Generated Content, IPR and Rights to Software Development issues. Together with WP5 the White Papers will be communicated to all stakeholders and press.

- M2.18 Product and Service Plan 2010 – 2011 – M6
- M2.19 Product and Service Plan 2011 - 2012 – M18
- M2.20 White Paper 1 – M12
- M2.21 White Paper 2 – M20

**Task 8 - Content Re-use**

Develop and execute a content distribution plan for Europeana Content reuse in other portals, the creative community, mash ups, etc. Work closely with related projects that look into the reuse of Europeana content. Work with WP1 on the legal framework of reuse of content in API's (WP1 T2). The legal framework will be defined by Task 6.2 and Deliverable 2.6.

- M2.22 Content distribution plan M12

**Task 9 – Policy Portfolio**

Produce a Policy Portfolio with WP1 Task 5 including but not limited to policies on IPR and Rights, Organisational and Aggregation Structures and User Generated Content.

- M2.23 Overview of Policy Documents needed and subsequent Policy documents

**Task 10 – plan for revenue generation.**

Produce a plan for developing income streams from the market which are intended to contribute up to 15% of income over time. Such income depends on visibility of Europeana and relates to income from commercial sponsorship, advertising, affiliate revenue etc.

**Resources Required:**

Executive Director 1MM, Business Development Director 2MM, Technical Director 1MM, General Project Manager 1MM, Marketing & Comms Mng 3MM, Business Development Mng 14MM, Account Manager 15MM, Project Coordinator 3MM, Channel Coordinator(s) 14MM, Dissemination/PR Coord 9MM, Conference Developer 6MM, Editorial Coordinator(s) 27MM, Business Dev Coordinator(s) 30MM, Admin Assistant Bus Dev 18MM, Project Assistant 14MM,

Total Resources EDL Office 165MM

**External Resource:** Legal and copyright expertise

### **Milestones<sup>1</sup> and expected results**

- M2.1 Business Plan 1 M3
- M2.2 Business Plan 2 M9
- M2.3 Business Plan 3 M15
- M2.4 Business Plan 5 M27
- M2.5 Fundraising Plan 1 M3
- M2.6 Fundraising Plan 2 M9
- M2.7 Fundraising Plan 3 M15
- M2.8 Fundraising Plan 4 M20
- M2.9 Fundraising Plan 5 M27
- M2.10 Partner Development Programme 1 – M5
- M2.11 Partner Development Programme 2 – M13
- M2.12 Partner Development Programme 3 – M25
- M2.13 Partnership organization Structure in place – partners participating – M9
- M2.14 – Content review – M4 (Dependency WP1 T3 – M1.4)
- M2.15 – All partners have signed the new agreement – M8
- M2.16 – All content contributors have signed the contract – M15
- M2.17 – New Terms of Use in place – M14 (dependency WP1 T2)
- M2.18 Product and Service Plan 2010 – 2011 – M6
- M2.19 Product and Service Plan 2011 - 2012 – M18
- M2.20 White Paper 1 – M12
- M2.21 White Paper 2 – M20
- M2.22 Content distribution plan M12
- M2.23 Overview of Policy Documents needed and subsequent Policy documents

### **Deliverables**

- D2.1 Business Plan 4M21
- D2.2 Partner Development Strategy – M4 (dependency on WP1 M1.13)
- D2.3 Partnership Organisation Structure Proposal with EDL BoP – M6
- D2.4 Content Delivery Plan – M6
- D2.5 Partnership agreement Europeana v1.0 – M3
- D2.6 Content use Contract – M12 (dependency WP1 T2)

<sup>1</sup> A milestone is a scheduled event marking the completion of a major part of the project work. It is used as a project checkpoint to validate how the project is progressing and revalidate work. Milestones numbers indicate the work package they relate to (e.g. M2.1 is the first Milestone of work package 2).

<b>Work package number :</b>	<b>3</b>	<b>Start date:</b>	<b>1</b>	<b>End date:</b>	<b>30</b>
<b>Work package title:</b>	<b>Further Specification of Functionality and Interoperability aspects of Europeana</b>				

## Objectives

### WP3 Further Specification of Functionality and Interoperability aspects of Europeana

This WP continues the work of EDLnet WP2 and coordinates, largely through additional concertation and work group meetings, the various projects aiming to deliver content and technology to Europeana v1. All the WP leaders and the interested task leaders in Europeana Connect and various projects will be invited to participate in this Work package activity to ensure a good integration of the services and structures delivered to Europeana.

It will have a proactive engagement with the various communities, including site visits and focused meetings.

It will continue to concentrate on the 3 main aspects of Interoperability: basic *semantic* interoperability, the modelling and exchange of information *objects and their surrogates* (including ingest and distribution/output issues) as well as *technical and architectural interoperability* with external applications and components and their integration in Europeana.

It is responsible for the architectural design of Europeana version 1 and the prototyping of new functionalities and will deliver the functional specifications to WP4.

**Internal WP Leader:** Operations Director

## Description of work

### Task 1– Organisation of Work Groups

#### Subtask 1.1 Create reviewing and advisory WG3

Create a reviewing and advisory Work Group [WG3] of strong interested parties, using some of the members of WP2 of EDLnet and new members from EDL Foundation projects. Include relevant people, such as representatives from contributing aggregators, and WP Leaders from EuropeanaConnect by M2. . Create subgroups with task leaders to cover semantic issues, objects modelling and architecture as well as interaction with external applications.

At least 3 subgroups are envisaged:

- WG 3.1 Object Model and Metadata
- WG 3.2 Semantic and multilingual aspects
- WG 3.3 Architecture and components, interaction external instances

#### Subtask 1.2 WG3 meetings plan

Plan for 6 meetings of Work Group 3 and ensure agendas are aligned and commitment is possible (M2).

Create framework of Issues for Kick Off meeting in month 3.

#### Subtask 1.3. Technology watch

Constant check, at each WG meeting, under a standing agenda, on relevant standardisation bodies such as OAI ORE, open source projects, IST initiatives (projects, NoE, CAs etc) to see what might be of interest to Europeana. Follow up by creating, where necessary, liaisons with the initiatives identified, to better understand and ultimately acquire their products or influence their actions. M3-28.

At each WG meeting make suggestions on technology that might be relevant to Europeana to adopt.

### Task 2 Liaison with other projects and various communities

Subtask 2.1 Allow for proactive engagement and interaction with the various communities as well as with individual (potentially external and non-European) experts, including site visits and focused meetings, including attendance at relevant meetings or conferences. M3-30.

Subtask 2.2 Create core groups on specific technical issues with experts from other projects and invite experts such as Herbert van der Soempel of Los Alamos and ORE, Oren Beit Ali of Ex Libris, Lorcan Dempsey of OCLC and Daniel Pitti of Virginia State Inst. to contribute expertise and knowledge on those specific aspects. M3-30

### **Task 3 – Recommendations for further developments.**

Using the information from WG's and Incorporating the results of EuropeanaConnect, including implementations of semantic enrichment, persistent identifiers, audio players, and other relevant parallel projects, such as Athena, EFG, Europeana Local and APENET:

#### Subtask 3.1. Technology Adoption.

This subtask has the objective of considering the suggestions of the technology watch subtask 1.3 and examining the suggested components to ascertain whether they should be incorporated into Europeana Architecture and revise the Europeana architecture if the outcome is positive. Incorporate any changes in the functional specifications to be delivered under task 4. M3 – M18.

#### Subtask 3.2- Make recommendations for work and development over the next 3 years (M18-M30).

Initial recommendations will be delivered after the delivery of Functional specifications of Europeana Danube version to WP4. They will integrate the technologies that could not be adopted in those specifications. A final version of recommendations will be issued at the end of the project updated with the additional features coming from technology watch (subtask 1.3)

- D3.3 Initial Technical & Logical Architecture and future work recommendations (M18)
- D3.4 Final Technical & Logical Architecture and future work recommendations (M30)

### **Task 4 Europeana functional specifications**

Subtask 4.1 Setup a group of experts to validate the technical specifications to be delivered to WP4, to work with WP4 on their implementation plan and to review each release of Europeana.eu. M2

Subtask 4.2 Setup a work plan to further specify any areas that have change or need further clarification by M3. Ensure all elements needed to run an operational service will be specified, including elements coming from Europeana connect or other contributing projects. Synchronise the functional specifications workplan with WP4 planning for Europeana Rhine and Europeana Danube releases. Ensure clear responsibilities between the expert group and the EDL Office in this plan. Report on work progress at each WG3 meeting (M3-M28)

Review of the technical project plan for Europeana Rhine release(M8)

#### Subtask 4.3

- Review the functional specifications for Europeana v1 D2.5 from EDLnet project in the light of user comment on the prototype and WP1 requirements (M4)
- Review the APIs functions of Europeana connect and other projects like EFG, DRIVER as well as the APIs requirements of WP1. (M5)

This review has to be reported at the Kick Off/Plenary meeting and requests for changes prepared by end of M7 to be validated by the expert group and delivered to WP4 by M8.

- M3.1 Review of functional requirements for Europeana v1 M4
- M3.2 Functional specifications for Europeana Rhine release to be delivered to WP4 M8
- D3.1 Functional specification for Europeana Rhine release(M8)

Subtask 4.4 Review functional specifications for Europeana Danube release with reference to partner and user requirements, including the results of the surrogate object model prototyping and write reports. Create a prioritised list for inclusion in WP4's release plan for technical development post Rhine release (M15-M30). Include information taken from WPs 1 and 2.

- Milestone 3.3 Functional specifications for Europeana Danube release delivered to WP4 (M18)
- D3.2 Functional Specifications for Europeana Danube release (M18)

Subtask 4.5 Review each Rhine and Danube release of Europeana.eu to appraise its quality and whether it is in line with specifications. (M19, M28)

#### Subtask 4.5 Surrogate Object model prototyping

Starting with the results from T4.3, use of the prototyping environment provided by the WP4 open source infrastructure to prototype the implementation of the surrogate object model. This iterative prototyping will allow assessment of scalability for integration in the Danube specifications. M3-M18

#### Subtask 4.6 Review of Europeana.Connect input

OAI PMH harvesting infrastructure. Using the work of Europeana Connect task 5.3 ensure that the scalable and sustainable OAI-PMH harvesting infrastructure, can be incorporated into Europeana.eu, taking into account current and future organisational structure of Europeana (M9, review M13)

Review of EuropeanaConnect M5.3.1 – *Europeana OAI-PMH Infrastructure - Specification and Design* (M10)

Service and metadata registries being created in EuropeanaConnect.

Review of EuropeanaConnect M5.3.2 – *a test instance of the central metadata repository service will be made available* (M13)

### **Resources required**

Technical Director (4M), Scientific coordinator (3M), Interoperability Manager (2M), Projects Assistant (3M), Technical Document Writer (2M), General Project Manager (8M) Executive Director (1M), Business Development Director (1M), Marketing & Comms Manager (1M), Operations Director 9M, Senior Developer (8M)

**Total Person Months EDL Office = 44**

### **External Resource:**

Subcontractors: WP Leaders (10.4M), WP Subleaders (1.7M)

**Total Person Months External: 16**

### **Milestones<sup>1</sup> and expected results**

Milestone 3.1 Review functional requirements for Europeana v1 M4

Milestone 3.2 Functional specification for Europeana Rhine release M8

Milestone 3.3 Functional specification for Europeana Danube release M18

### **Deliverables**

D3.1 Functional specifications for Europeana Rhine release (M8)

D3.2 Functional specifications for Europeana Danube release (M18)

D3.3 Initial Technical & Logical Architecture and future work recommendations (M18)

D3.4 Final Technical & Logical Architecture and future work recommendations (M30)

<sup>1</sup> A milestone is a scheduled event marking the completion of a major part of the project work. It is used as a project checkpoint to validate how the project is progressing and revalidate work. Milestones numbers indicate the work package they relate to (e.g. M2.1 is the first Milestone of work package 2).



<b>Work package number :</b>	<b>4</b>	<b>Start date:</b>	<b>1</b>	<b>End date:</b>	<b>30</b>
<b>Work package title:</b>	<b>Building Europeana</b>				

<p><b>Objectives</b></p> <p><b><i>WP4 Building the Europeana Operational Service and API</i></b></p> <p>This WP will create a stable and well defined organisational and operational framework for connecting WP3 R&amp;D activities with a Europeana “Build, Test and Deploy” organisation. It will enable a distributed team of developers and metadata specialists and a core team based at the EDL Office to deliver two major releases (Rhine and Danube) with quarterly releases onwards.</p> <p>An Open Source Infrastructure will become the R&amp;D backbone that will feed validated prototypes into the deploy and production environment of Europeana.</p> <p>The “Rhine Release” will be built on validated architecture and technologies from the prototype also known as V0.3. The “Danube Release” will also strive to pull architecture and technologies from the Open Source Community Sandbox factory.</p> <p>The overall releases plan is 2 major releases of the production platform M7-M30, bi-monthly releases of the prototype and quarterly releases for the operational service releases.</p> <p><b>Internal WP Leader:</b> Technical Director</p>
--

<p><b>Description of work</b></p> <p><b>Task 1</b> Maintenance of Europeana prototype (M1-M16). Release in M3 with original functionality restored and major bug fixes. Bi-monthly maintenance and feature releases (major bugs, minor functionality) – M3-5-7-9-11.</p> <p><b>Task 2.</b> Review Europeana prototype and user feedback with WP1 and WP3 – M3-M7 Produce final overall technical project plan for delivery of version 1.0. Build on prototype results (reviewed D2.5 EDLnet functional specs prepared by WP3) + Scalable architecture and technologies (APIs) + managing the scale of the data. Base plan on Milestone 3.3 of WP3 including: development for each function, front end, back end processes, ingesting, testing, and deployment to production for review by WP3 in M7. Technical Project Plan for delivery of Europeana Rhine Release (M8)</p> <p><b>Task 3</b> Set up the open source infrastructure for the Europeana sandbox factory (M12). Train partners how to use the sandbox for R&amp;D and for validating technologies for Danube Release (M12). Allow participation by the wider stakeholder community. Maintenance of this environment, in line with each Europeana release, for experimentation and project use. M12-M30</p> <ul style="list-style-type: none"> <li>○ Milestone 4.4 A moderated and true Open Source Infrastructure M14</li> <li>○ D4.1 Operational Open source sandbox R&amp;D infrastructure M14</li> </ul> <p><b>Task 4</b> Set up the test and acceptance infrastructure for Rhine Release (M13) and set up its delivery and deployment infrastructure (M17).</p> <ul style="list-style-type: none"> <li>○ Milestone 4.1 - Delivery and deploy infrastructure for Rhine Release M17</li> </ul> <p><b>Task 5</b> Implement the technical plan (D4.1). Implement the software development process and attribute roles to team members (M8). Build (M8-M14), test (M14-M16), fix and test (M16-M18) Rhine Release (M18)</p> <ul style="list-style-type: none"> <li>○ D4.2 Europeana Rhine Release M18</li> </ul> <p><b>Task 6</b> Ingest content from partners and aggregators into Europeana Prototype or a separate repository M1-M12. Migrate content from Europeana Prototype to Rhine Release by M15. Work with Task 8 of WP2 to implement the content ingestion plans from M18 onwards.</p> <ul style="list-style-type: none"> <li>○ M4.2 Content ingestion to reach 10 million (M16)</li> </ul> <p><b>Task 7</b> Implement the scalable and sustainable OAI-PMH harvesting infrastructure based on input from EuropeanaConnect M5.3.2. Build (M14-M16), test, fix and test (M16-M18) harvester v1.0. Harvester</p>
---

functional in conjunction with Europeana Rhine Release from M18 onwards.

#### **Task 8** Europeana v1.1 to 1.4 releases

Implement various features validated in the sandbox factory (such as API's to enable the use of Europeana aggregated material in trusted third party sites. e.g: for the visually impaired, for specific learning environments, for mobile devices, based on the work of EuropeanaConnect WP1, WP2 and WP5) according to release plans.

Work with WP3 and with partners in EuropeanaConnect to agree acceptance and implementation of Danube release plan using the functional specifications D3.2 produced by WP3 by M18.

The release plan should try for a first release in M21 followed by a release at almost 3 monthly interval releases. Deliver initial Release plan 1 by M18.

- Release 1.1 M21 Maintenance & feature
- Release 1.2 M24 Maintenance & feature
- Release 1.3 M27 **“Danube” Major release**
- Release 1.4 M30 Maintenance & feature

#### D4.3 Europeana Danube release M27

**Task 9 Produce a Project website.** Develop a community, collaborative WEB based environment for the project Initial version in M2 and fully functional version M4

**Task 10** Implement changes to website based on review of look and feel by WP1 and WP2 in Europeana Danube Release. M24. Co-ordinate input of users from WP1 with release schedule.

**Resource required:** WP Leader – Technical Director,(5M) , EDL Office General Project Manager (8M), Scientific Coordinator (11M), Senior Developer 1, (19M), Senior Developer 2 (14M) Junior Developer 1 (20M), Junior Developer 2 (12M), Technical documentation writer (10M), Interoperability Manager 1 (10M) plus external expertise, Database Administrator and hosting company manager (13M), Projects Assistant (3M). Business Development Director (1M), Executive Director (1M), Operations Director (12M)

Total Resources EDL Office: 142

#### **External resource:**

External Technical Architect (2M)  
 External Developers – VU, ISTI, (51 M),  
 External Interop Manager (8M)  
 Temporary Developers (12)  
 Test Company

Total external: 73

#### **Milestones<sup>1</sup> and expected results**

M4.1 - R&D and Delivery & deploy infrastructure M17  
 M4.2 – Europeana content reaches 10 million M16  
 M4.3 – Open source R&D infrastructure (the sandbox factory) for the network M12

#### **Deliverables**

<sup>1</sup> A milestone is a scheduled event marking the completion of a major part of the project work. It is used as a project checkpoint to validate how the project is progressing and revalidate work. Milestones numbers indicate the work package they relate to (e.g. M2.1 is the first Milestone of work package 2).

D4.1	Operational Open source community sandbox R&D infrastructure	M14
D4.2	Europeana v1.0 "Rhine", Major release	M18
D4.3	Europeana V1.3 "Danube" Major release	M27

<b>Work package number :</b>	<b>5</b>	<b>Start date:</b>	<b>1</b>	<b>End date:</b>	<b>30</b>
<b>Work package title:</b>	<b>Dissemination of Europeana</b>				

<b>Objectives</b>
<p><b>WP5 Dissemination and Coordination of dissemination work</b></p> <p>Work Package 5 will focus its activities on 8 main elements;</p> <ol style="list-style-type: none"> <li>1. Create and manage communications around the relaunch of Europeana in M2, including development of FAQs for both media and visitor use</li> <li>2. Developing and executing a dissemination plan for Europeana v1.0 and the Europeana brand to raise awareness and create buy-in among the main stakeholders</li> <li>3. Working with WP1 Task 3 on developing user requirements and usability research mechanisms</li> <li>4. Coordinating dissemination activities of all projects in which the EDL Foundation is a partner</li> <li>5. Developing relationships with the Partner Network so that the network can be used as a multiplier to increase the reach and impact of the communications</li> <li>6. Supporting WP1 and WP2 with collateral material</li> <li>7. Communicate Europeana.eu to end-users to steadily grow the number of visitors and time spend on the site. The Key Performance Indicators for dissemination to end users are: <ul style="list-style-type: none"> <li>§ 10% growth of unique visitors per 6 months until the launch of Europeana Rhine</li> <li>§ 50% growth of unique visitors in 6 months after launch of Europeana Rhine</li> <li>§ 10% growth in up-take of My Europeana and other user specific applications after launch of Europeana Rhine</li> <li>§ Bounce rate &lt;50%</li> </ul> </li> <li>8. Creating an innovative online approach to communications that embodies the brand in web 2.0 environments</li> </ol> <p>At the start of the project the focus will be on developing the Partner Network and co-ordination of dissemination activities, followed by supporting business development and dissemination towards the end users. WP5 will work closely with WP1 and WP2.</p> <p><b>WP Leader:</b> Marketing &amp; Communications Manager</p>

<b>Description of work</b>
<p><b>Task 1</b> Develop an outline Dissemination Plan for Europeana v1.0 for all audiences and update it quarterly to include reports on all dissemination plans.</p>

**SubTasks M2-M30**

1.1 Create the Europeana brand with brand guidelines and templates for collateral materials including presentations and newsletters. Update these guidelines as necessary and ensure the guidelines are readily available for all parties to use.

1.2 Establish and maintain Europeana v1.0 and EuropeanaConnect project websites as sub-sites of the main Europeana site. Use these to publicise the project work and the location where project partners can access all project documents, brand guidelines, templates, core news and schedules of events and newsletters.

1.3 Europeana v1.0 initial project website by M2 based on EuropeanaLocal but reskinned. Fully functional, with Content Update System etc in place by M4, in coordination with WP4

1.4 Make use of the work in WP1, task 5.1 delivered in M6 to develop events and workshops in partner countries. Target of at least 2 such events per year in different countries. Work closely with WP3 and WP4 to communicate with and organise events to establish Europeana within the Open Source Community.

1.5 Help promote up to 6 concertation events and national meetings on significant interoperability topics, covered by EuropeanaConnect M2-M30

1.6 Public relations press campaign to get coverage of Europeana v1.0, EuropeanaConnect and eContentplus in printed and news media, radio, TV and in blogs.

1.7 Develop professional profile of the project by writing articles for professional journals, and encouraging WP leaders and associated experts to contribute technical articles.

1.8 Develop the project's presence at conferences, seminars and workshops using the core team, WP leaders and country partners to achieve wide coverage. Extend the coverage cost-effectively by developing media assets such as videos and animated presentations that can be sent to conferences in place of speakers.

1.9 Produce promotional literature, videos and other promotional items as necessary.

2.0 Develop a Stakeholder Update e-newsletter to send at 3-monthly intervals to all registered stakeholders.

2.1 Create a Wiki to ensure interaction with potential users and stakeholders. M3-M30

2.2 Develop and deliver press and communications campaign around the new releases and content ingestion. Key date is M18 with the release of v1.0 and reaching 10 million objects in Europeana.

- Milestones 5.1-5.10
- D5.1 - Brand Guidelines M2
- D5.2 – Project website M2
- D5.3 – Outline Dissemination Plan M3

**Task 2 Coordination of Dissemination Activities**

WP5 will set up and coordinate a small internal working group, Working Group 5, called the Europeana Cluster Comms Group. The Group will focus on integrating communications between the various networks under eContentPlus but most particularly with EuropeanaConnect and any of the other projects in which the EDL Foundation is a partner. Its role is to ensure good communication between these networks and to maximise opportunities for dissemination. Members of the Thematic Network Partners Group who are interested and able to help build the dissemination messages in their domains or countries may also be invited to contribute to the work of this group.

Develop a model dissemination plan for completion by the different projects to underpin the integration of the communications activities.

Convene meetings of the group at intervals to ensure that it can contribute effectively to the planning of concertation events, conferences, press releases and newsletters.

**Task 3** Partner Development Programme - WP5 is responsible for the marketing and dissemination of the Partner Development Programme. It will liaise with WP2 to sell the benefits of being part of Europeana and delivering content, according to all the members of each Foundation association M6-M30

**Task 4** Create an overall plan of events, including plenary sessions, conferences, workshops and concertation activities. Use the input of WP1 and WP2 and subjects covered in WP3 and EuropeanaConnect. WP5's responsibility for events includes coordination with the local, regional or national partner to ensure that the local organisation is in place. This includes advising on promotion of the events and ensuring relevant online and printed information is available before and during the event.

- a. Work Package Kick Off meeting M3
  - b. Plenary – all partners in Europeana v1.0 and EuropeanaConnect plus Ministries and other project representation M8
  - c. Second Plenary – all partners, press etc M20
  - d. Third plenary – ditto M30
  - e. WP1 member country and domain generated events, at least 6 events over 30 months – see 1.3 above.
  - f. Workshops/concertation events on specific technical topics drawing participants from across all relevant EU projects and particularly the work packages of EuropeanaConnect. Deliver at least 6 events over 30 months – see 1.4 above
- o D5.4 Conference, workshop and concertation plan as part of the overall dissemination plan M3

**Task 5** Work with WP1 task 3 on Ensuring User participation, joining sub-group 1.1 to develop user requirements and ongoing usability research. The work will include close engagement with Europeana Connect WP 3.2 on user research and log file analysis.

**Task 6** Dissemination to end-users

Develop and execute a dissemination plan targeting end-users, working closely with WP4 to maximise Search Engine Optimisation with WP1 and Europeana Connect 3.2 for understanding user needs.

Ensure steady growth of unique visitors and hits to the Europeana Prototype using the influence of early adopters, trendsetters, bloggers, etc and SEO. Ensure the launch of Europeana v1.0 is communicated to a wide audience to achieve a substantial growth in unique visitors and hits.

The Key Performance Indicators for dissemination to end users are:

- 10% growth of unique visitors per 6 months until the launch of Europeana Rhine
- 50% growth of unique visitors in 6 months after launch of Europeana Rhine
- 10% growth in up-take of My Europeana and other user specific applications after launch of Europeana Rhine
- Bounce rate <50%

Include target segmentation based on log file analysis and research programme.

Continue to edit and despatch Europeana eNews every 2 months.

Realise the brand in the web 2.0 environment by adopting appropriate tools and positioning it in relevant sites to build online engagement.

- o D5.5. User marketing plan M9

**Task 7** – Report on activities

- o D5.6 – Publishable annual progress report (M13)
- o D5.7 – Second publishable annual progress report (M25)
- o D5.8 – Brief publishable final report detailing results. (M30)

**Resource required:**

Executive Director 1MM, Business Development Director 2MM, General Project Manager 1MM, Marketing & Communications Manager 14MM, Business Development Manager 2MM, Projects Coordinator 3MM, Dissemination/PR Coordinator 13MM, Conference Developer 24MM, Dissemination Assistant 12MM, Projects Assistant 5MM, Web Master 15MM

**Total Person Months EDL Office = 92**

**External Resources:**

PR Expertise  
 Website design  
 Collateral design  
 Media creation  
 Online Marketing

**(Inter-) Dependencies, milestones<sup>1</sup> and expected result**

Milestones 5.1 to 5.10 Newsletter in months 3,6,9,12,15,18,21,24,27,30

**Deliverables**

D5.1 – Brand guidelines M2  
 D5.2 – Web site for partners and stakeholders M2  
 D5.3 – Outline Dissemination Plan M3  
 D5.4 - Conference, workshop and concertation plan M3  
 D5.5 - User marketing plan M9  
 D5.6 – Publishable annual progress report M13  
 D5.7 – Second publishable annual progress report M25  
 D5.8 – Brief publishable final report detailing results M30

<b>Work package number :</b>	<b>6</b>	<b>Start date:</b>	<b>1</b>	<b>End date:</b>	<b>30</b>
<b>Work package title:</b>	<b>Management and Reporting.</b>				

**Objectives**

**WP6 Management and Reporting.** This work package is responsible for setting up the operational office and recruitment, managing the project and for reporting to the Commission. It leads the network as a whole for both scientific coordination in the shape of the business development director responsible for all delivery and administrative coordination.

Establish an operational office and recruit staff as needed including individuals responsible for technical development and production, for operational management of content, workflow, finance and reporting and for business development, editorial, marketing and PR.

<sup>1</sup> Milestones are control points at which decisions are needed, for example concerning which of several technologies will be adopted as the basis for the next phase of the project.

Ensure the technical and legal compliance of the consortium in its contract with the Commission; manage overall the finances of the project and maintain adequate records; ensure that the consortium is effectively managed and co-ordinated internally in order to optimise its performance, meet its objectives and produce its agreed deliverables; assure overall the quality of the work of the consortium and the fitness for purpose of its deliverables.

This work package is also responsible for overall coordination of all eContentPlus and IST projects that relate to the EDL Foundation. It will ensure planning is place to coordinate deadlines and integrations with Europeana v1.0 and beyond. It will try to make sure that all new technical development is planned into releases post the launch of the operational service, The mechanism to achieve this coordination will be known as the Cluster Steering Group which will meet 6 monthly.

WP Leader – Scientific Coordinator ( Business Development Director )

### **Description of work**

#### **Task 1- Confirm Roles of WP Leaders and recruit EDL Office Staff etc**

SubTask 1.1. Confirm the responsibilities of all WP leaders (in managing processes, resources and results) and how that links to the responsibilities in the resident team and the responsibilities of overall project management by Month 1

SubTask 1.2. Recruitment and training of relevant staff both in house and remote.

Milestone M6.1. Staff recruited and trained by month 6.

SubTask 1.3. Detailed alignment of the Europeana v1.0 Workplan with that of EuropeanaConnect in the light of circumstances at the time by means of a joint 2 day workshop no later than month 3. If circumstances warrant, other projects could be included.

Milestone M6.2. Workshop held and outcomes documented by month 3.

SubTask 1.4 Establish the Network Management Board, convene it at 6-monthly intervals and ensure its effective operation.

Milestones M6.3-M6.7 . Meetings of the NMB (months 1,7,13,19,25)

SubTask 1.5. Establish the Network Advisory Board made up of the EDL Foundation Executive Committee. Items will be tabled as required at the regular meetings of the EDL Foundation Executive Committee or be otherwise dealt with according to its normal procedures.

#### **Task 2. Direct the work of the Cluster Steering Group**

The Cluster Steering Group will consist of the Europeana v1.0 Network Management Board plus the coordinators of other projects in the Europeana cluster. Membership will depend partly on what is selected for funding. Its role is to keep personal communications channels open and to reduce risk by raising and solving issues relating to the timing and interaction of projects in the cluster. It will meet at 6 monthly intervals in months 1,7,13,19,25,30.

Its meetings are Milestones M6.8 –M614

#### **Task 3 Financial coordination**

Receive project finance from the Commission and pay it out to participants in a timely manner; ensure that contractual conditions are met; maintain the necessary records; supervise the cash flow; provide the final audit certificate; prepare cost statements and deal with matters arising; deal with taxation issues. Oversee at quarterly intervals the effective deployment of the project budget including any necessary budget revisions.

- Deliverables as listed.

#### **Task 4– Internal consortium management and co-ordination**

Task 4.1. Provide a network agreement and supervise the process of its final agreement and signature by the network members; provide an agreement for associate members by Month 2

- Milestone D6.15. Network partners have signed agreement by month 4

Task 4.2. Facilitate progress through day-to-day e-mail contact with work package leaders and other partners by means of an e-mail distribution list and such other project management tools as are deemed

necessary, such as sharepoint or a wiki: ensure that all key project documents and internal support tools are available on the members' website.

#### **Task 5 – Overall monitoring**

Provide all staff and work package leaders with monitoring plan and compile and synthesise inputs to the plan so that progress can be monitored on a quarterly basis. Oversee progress at quarterly intervals using reports from the project managers of the work groups and the work package leaders.

#### **Task 6 – Reporting to and Liaison with the Commission**

Liaise with the Commission and compile cost claims, progress or final project reports as required by the Commission; obtain any formal documentation to be provided as necessary; organise appropriate attendance on behalf of the project at annual review meetings.

- Deliverables as listed.

#### **Task 7 – Evaluation and Quality control**

Ensure that all milestones are reached and adequately reviewed and noted by project and task leaders. Ensure project deliverables and key documents are subject to appropriate review by project participants by electronic circulation and discussion at Board meetings. Monitor progress in the delivery of the project's objectives and its adherence to the contracted timetable providing advice and guidance to network members in the case of any problems occurring. Organise data collection processes designed to provide the success indicators described in Section 4.6.

#### **Task 8 – Specification, letting and supervision of sub-contracts**

Specific sub-contracts are required to support the network and must be concluded according to the Commission's requirements and Dutch law [restricted call]. Advertise and let contacts so they are eligible expenditure according to the contract with the Commission.

#### **Task 9 – Dealing with network membership**

Deal with adding and deleting of network members and associate members and documenting this.

**Resources Required:** Led by EDL Office: Business Development Director (4M), Executive Director (2M), Technical Director (2M) General Project Manager (3M), Projects Coordinator (4M), Financial Controller (15M), Legal expertise, Marketing & Comms Manager (1M), Secretary (2M)

**External Resources:** Network Advisory Board Members, WP Leaders

#### **Milestones<sup>1</sup> and expected results**

All tasks in WP6 relate to each other and to all other WPs.

The expected result is that the project will be delivered on time and on budget with any significant variations agreed by the Commission and properly documented. Monies due to network members will be passed on to them by the coordinator as agreed in the network agreement.

Milestone M6.1. Staff recruited and trained by month 6.

Milestone M6.2. Workshop held and outcomes documented by month 3.

Milestones M6.3 -6.7 At least 5 meetings of the network management board in months 1,7,13,19,25,30..

Milestone 6.8 -6.14 Cluster Steering Group Meetings in M1, M7, M13, M19, M25, M30

<sup>1</sup> A milestone is a scheduled event marking the completion of a major part of the project work. It is used as a project checkpoint to validate how the project is progressing and revalidate work. Milestones numbers indicate the work package they relate to (e.g. M2.1 is the first Milestone of work package 2).



Milestone M6.15. Network partners have signed agreement by month 4

**Deliverables**

- D6.1 Network Agreement [Month 2]
- D6.2 Interim Report on the first 6-months period (month 7)
- D6.3. First Annual report to the Commission (Month 13)
- D6.4 First interim Financial Statement [M16]
- D6.5 Interim Report on the third 6-months period (month 19)
- D6.6. Second annual report to the Commission (Month 25)
- D6.7 Second Financial Statement [M30]
- D6.9. Final report (Month 30)
- D6.9 Final audited financial statement [M30]

## 4.5 Deliverables List

### Deliverables List

Deliverable No <sup>1</sup>	Deliverable title	Delivery date <sup>2</sup>	Nature <sup>3</sup>	Dissemination level <sup>4</sup>
D1.1	License for use of content with partners and aggregators of content for Europeana	8	R	PU
D1.2	Report on the legal and user issues in content provision	12	R	PU
D1.3	User tests report	26	R	PU
D1.4	Europeana Policy on user generated content Month	9	R	PU
D1.5	Europeana Policy on IPR and Rights	15	R	PU
D1.6	Policy document for Organisational and Aggregation structures	10	R	PU
D2.1	Business Plan 4	20	R	PU
D2.2	Partner Development Strategy	4	R	CO
D2.3	Partnership Organisation Structure Proposal	6	R	CO
D2.4	Content Delivery Plan	6	R	PU
D2.5	Partnership Agreement Europeana v1.0	3	O	PU
D2.6	Content Use Contract	12	O	PU
D3.1	Functional specifications for Europeana Rhine release	8	R	PU
D3.2	Functional specifications for Europeana Danube release	18	R	PU
D3.3	Initial Technical & Logical Architecture and future work recommendations	18	R	PU
D3.4	Final Technical & Logical Architecture and future work recommendations	30	R	PU

<sup>1</sup> Deliverable numbers in order of delivery dates: D1 – Dn. Deliverable numbers must indicate which workpackage they relate to, e.g. D2.1 for the first deliverable from workpackage 2).

<sup>2</sup> Month in which the deliverables will be available. Month 0 marking the start of the project, and all delivery dates being relative to this start date.

<sup>3</sup> Please indicate the nature of the deliverable using one of the following codes:

**R** = Report  
**P** = Service/Product  
**D** = Demonstrator/Prototype  
**O** = Other

<sup>4</sup> Please indicate the dissemination level using one of the following codes:

**PU** = Public  
**PP** = Restricted to other programme participants (including Commission services and project reviewers).  
**CO** = Confidential, only for members of the consortium (including Commission services and project reviewers).

D4.1	Technical Project Plan for delivery of Europeana v1.0	7	R	PU
D4.2	Europeana v1.0 <b>“Rhine”, Major release</b>	18	O	PU
D4.3	Europeana v1.1 Maintenance & feature	21	O	PU
D4.4	EuropeanaV1.2 Maintenance e& feature	24	O	PU
D4.5	Europeana v1.3 <b>Danube Major Release</b>	27	O	PU
D4.6	Europeana v1.4 Maintenance & feature	30	O	PU
D5.1	D5.1 – Brand guidelines M2	2	R	PU
D5.2	Web site for partners and stakeholders	2	P	PU
D5.3	Outline Dissemination Plan	3	R	CO
D5.4	Conference, workshop and concertation plan	3	R	PU
D5.5	User marketing plan.	9	R	CO
D5.6	Publishable annual progress report	13	R	PU
D5.7	Second publishable annual progress report	25	R	PU
D5.8	Brief publishable final report detailing results.	30	R	PU
D6.1	Network Agreement	2	R	CO
D6.2	Interim Report on the first 6-months period	7	R	CO
D6.3	First Annual report to the Commission	16	R	CO
D6.4	First interim Financial Statement	13	R	CO
D6.5	Interim Report on the third 6-months period	19	R	CO
D6.6	Second annual report to the Commission	25	R	CO
D6.7	Second Financial Statement	30	R	CO
D6.8	Final report	30	R	CO
D6.9	Final Audited Statement	30	R	CO

## 5 *Project management*

There will be 2 levels of governance for the project; with **the Network Advisory Board (NAB)** being the advisory and political body and the **Network Management Board (NMB)** as the executive group notwithstanding the fact that only the coordinator has contractual responsibility for the network. The **Thematic Network Partner Group (TNPG)** is responsible for peopling the work groups and for ensuring agreement and dissemination of the work under taken in the work packages. All will be co-ordinated by the EDL Foundation Office, under the direction of the Director of the EDL Foundation Office in the KB. The thematic network partner group's cohesion will be maintained by means of a quarterly newsletter. The Thematic Network Partner Group envisages modest expansion during the lifetime of the network and will add new members throughout the 30 months.

In addition to facilitate the wider coordination necessary for projects such as EDLocal, Athena, EPA and EFG and others looking to contribute development and content to Europeana there will be a 6 monthly meeting of a body known as the Cluster Steering Group. The Cluster Steering Group will consist of the Europeana v1.0 Network Management Board plus the coordinators of these projects and others in the Europeana cluster.

The project is self organised along Prince II methodological lines so broken down into discrete Work packages and work groups responsible for specific tasks.

Led by the EDL Foundation Office, WP 6 provides the management, co-ordination and residual evaluation activities and the leadership and monitoring activities necessary in an extensive action of this kind. It will ensure the technical and legal compliance of the consortium in its contract with the Commission; manage overall the finances of the project; ensure that the consortium is effectively managed and coordinated internally in order to optimise its performance, meet its objectives and produce its agreed deliverables; assure overall the quality of the work of the consortium and the fitness for purpose of its deliverables.

The EDL Foundation Office will work under the general policy oversight of the EDL Foundation. The management arrangements in Europeana v1.0 (together with the project plan) aim to provide a safe, effective and flexible environment for the activities of the network. The coordinator and many of the network members have worked together before so the network benefits from (but does not rely only on) good personal relationships from the outset. The plan reflects the need both for formal structure and for a responsive and less formal way of working at operational level.

The EDL Foundation Office undertakes the financial coordination and the administrative coordination including:

1. Maintaining oversight of the project's finances within the accounting system of the KB, receiving income from the Commission and paying it out to subcontractors and network members;
2. Formally submitting deliverables and other project reports and official communications to the Commission (once agreed by the project manager and workpackage leader)
3. Submitting cost claims and dealing with matters arising
4. Cash flow management
5. Provision of an audit certificate
6. After the end of the project, archiving the necessary project records for the period required by the Commission.
7. Organising the 2 plenary meetings of the network's partner group
8. Organising the meetings of the Steering Group and Project Management Board
9. Letting of sub-contracts
10. Network membership issues
11. Preparing the agendas and minutes for all meetings of the Europeana NMB
12. Ensuring that overall documentation of the project is available and meets stakeholders' needs
13. Represent the network at peer reviews
14. Draft and maintain the network agreement
15. Monitor progress against the Europeana network project plan and the project plans of related activities, including especially the Europeana BPN.
16. Oversee the work of the appraisal group
17. Oversee the production of performance indicator data.

The EDL Foundation Office will produce an overall monitoring plan for the project in Month 1 so that systems are put in place from the outset to collect required information for essential reports. Although administrative and other reporting to the Commission will be on a 6 monthly basis, progress will be monitored with "shadow"

reports at 3 monthly intervals to allow adequate management and oversight. The shadow reports will be in the format of templates which reflect the reporting requirements of the eContentplus programme.

## 5.1 Project Management Structure and Responsibilities

### Thematic Network Partner Group (TNPG)

To deliver the Europeana network there is a group of network members and associate members who make up the Thematic Network Partner Group (TNPG) The TNPG is not an executive body. The TNPG is seen to be a cascade network, with each member of the network able to access many more organisations through their own networks. The **Thematic Network Partner Group (TNPG)** is responsible for peopling the work groups and for ensuring agreement and dissemination of the work under taken in the work packages. Many of the network members and associate members are carried over from EDLnet. Many of the members are also members of the EDL Foundations or of organisations belonging to the Foundation.

The TNPG will cover all 4 domains and related activities such as publishing, and seeks to have a strong European representation at the top level of the domains, in the form of pan-European associations of museums, archives, audio-visual archives and libraries. Where this representation does not exist at European level or is incipient, strong national organisations have been invited to take part.

As a member of the Europeana v1.0 network, the coordinator and some other members of the EuropeanaConnect BPN will be members of the TNPG.

The plenary Thematic Network Partner Group will be chaired by a person nominated by the coordinator. Two plenary meetings are envisaged. Otherwise meetings will be themed within work packages. The plenary partner group's cohesion will be maintained by means of a quarterly newsletter and 6 monthly webinars. The Thematic Network Partner Group envisages expansion during the lifetime of the network and will add new members and associate members throughout the life of the network. Some lessons learnt from the first Europeana (EDLnet) network will be deployed, with more effort being put into make the cascade work. EDL Foundation members will be asked to be partners in the Network and to contribute more actively to making their member organisations aware of the work and requirements of Europeana. The employment of a Business Development Director and Managers by the EDL Foundation will also ensure that more personal contact can be developed and maintained with some of the less active organisations.

The TNPG is one of the ways of achieving buy-in to the aims and activities of the network and of the EDL Foundation.

### Network Advisory Board

There will be a Network Advisory Board to advise and give political support. This Network Advisory Board will be made up of the EDL Foundation Executive Committee. Items will be tabled as required at the regular meetings of the EDL Foundation Executive Committee or be otherwise dealt with according to its normal procedures.

### Network Management Board

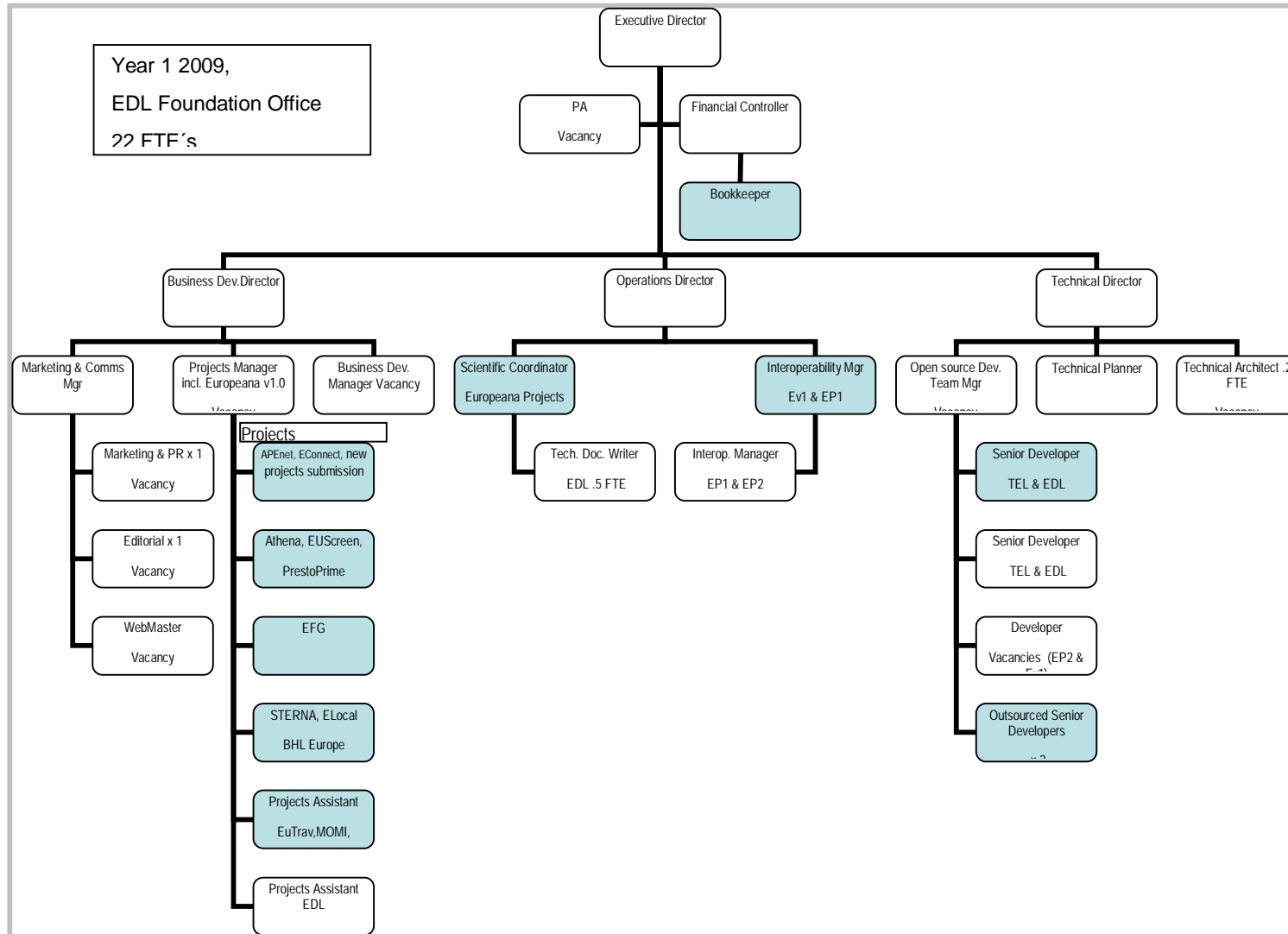
At executive level there will be a Network Management Board made up of Work package leaders and chaired by the Executive Director of the EDL Foundation Office. The relationship with the EuropeanaConnect BPN is a crucial one for Europeana v1.0 and significant effort will go into establishing good coordination between the two networks. For this reason, the coordinator of EuropeanaConnect will also be a member of the NMB. This group will be responsible for overseeing the project. The Network Management Board will meet physically at least every 6 months starting in month one and be responsible for interim decision making on behalf of the Thematic Network Partner Group. It will coordinate and oversee the work of the network at operational level. The Executive Director of the EDL Foundation Office will also hold monthly or bi-monthly web conference meetings with the Network Management Board to decide upon any exceptions to the agreed project plan and to check all work packages are on schedule. There will be a standing agenda and meetings will not take longer than 2 hours.

### The Cluster Steering Group

The Cluster Steering Group will consist of the Europeana v1.0 Network Management Board plus the coordinators of other projects in the Europeana cluster. Membership will depend partly on what is selected for funding. Its role is to keep personal communications channels open and to raise and solve issues relating to the timing and interaction of projects in the cluster. It will meet at 6 monthly intervals in months 1,7,13,19,25,30.

**EDL Foundation Office**

The EDL Foundation Office is the executive arm of the network. Building on the knowledge and expertise of individuals in The European Library Office and the EDLnet Office, a separate EDL Foundation Office will be created and additional staff will be employed. The plan is explained in the organigram below:



## Work Package Leaders

**Objectives:** Each Work Package is led by a Work Package Leader who is responsible for overseeing the Work Package activities and for reporting to the Executive Board and the Project Manager.

**Responsibilities:** For each Work Package within its remit, its Work Package Leader will:

- monitor progress towards the deliverables defined in the work plan and ensure that the deadlines for milestones are met;
- be responsible for the performance of the Work Package and guarantee accomplishment of the objectives;
- provide regularly reports, control the quality and the schedule of work;
- identify Work Package level risks, track them, and propose corrective actions in the event of problems;
- allocate Work Package resources among the members of the Work Package and between deliverables;
- maintain a document cache within the arrangements made for the network as a whole, including minutes of the Work Package Meetings.
- Recommendations for changes to the schedule for deliverables or Work Package resourcing will be submitted to the Executive Board, of which all the Work Package Leaders are members.
- Work Package leaders must attend Network Management Board & Cluster Steering Group Meetings
- Work Packages leaders will convene physical, Skype or teleconference meetings of their Work Package participants when necessary and in consultation with the Project Coordinator.
- Work Package leaders are responsible for working group cohesion and consistency and must encourage full participation of invitees.

## Working groups

Three of the Work Packages will have active work groups:

Work Package 1 will have a work group [WG1] selected from the Thematic Network Partner Group solving the organisational and governance issues of Europeana, with a User subgroup [WG1.1. Users] concentrating on user research issues. The role of WG1 is to discuss and resolve all issues relating to the organisation of the operational service and to be the guardian of user versus stakeholder needs. The Work Package will be led by external WP Leaders with experience in the different aspects of business organisation and user integration with internal EDL Foundation Office leadership from the Business Development Director. Many of the decisions made by this work group will be implemented under WP2, Business Development. The subgroup will be made up of a small cross section of individuals from the larger workgroup, who are interested in the issues of usability. This sub group will under market research, executed by external companies and coordinated by the EDL Foundation Office. The User Subgroup will report results to the whole WP1 work group when necessary to help informed decision making.

Work Package 3 will have work group again culled from the Thematic Network Partner Group with a series of sub groups tasked with specific work and deliverables. The work group is responsible for understanding, communicating and achieving consensus on issues of a technical nature. Its role is to reinforce the development of standards and interoperability. The subgroups of WG 3.1 Object Model and Metadata, WG 3.2 Semantic and multilingual aspects, WG 3.3 Architecture and components, interaction external instances will be small and composed dynamically in order to deal with the following 6 areas:

- Object Model
- Metadata
- Semantic aspects
- Multilingual aspects
- Architecture and components
- Interaction with external instances

In addition a specific group of experts will be set up to validate the functional specifications and review each release of Europeana.eu. There will be individual subcontractors responsible for each of these areas.

In addition to network partners the intention is to invite external experts European and international experts who have similar experiences or particular expertise in cross domain interoperability. Examples of such high level experts include Daniel Pitti (EAD), Herbert van de Sompel (OAI ORE), Martin Doerr (CRM CIDOC) or Lorcan Dempsey (OCLC WorldCat), Andy Powell (Service Models).

WP5 will coordinate a small internal working group, Working Group 5, called the Europeana Cluster Dissemination Working Group focusing on dissemination collaboration between the various networks under eContentPlus but most particularly with EuropeanaConnect and any of the other projects in which the EDL Foundation is a partner. Its role is to ensure good communication between these networks and to maximise opportunities for dissemination. Members of the Thematic Network Partners Group who are interested and able to help build the dissemination messages in their domains or countries may also be invited to contribute to the work of this group.

### **Appraisal Group**

**Objectives:** The Appraisal Group will consist of the Business Development Director and the other members of the Network Management Board. The Appraisal Group will quality control the project deliverables. Review of technical deliverables (software) is not in the remit of this group. This is the responsibility of WP3 as described under task 10.

### **Responsibilities:**

- appropriate (non-technical) deliverables will be sent to the group for review and appraisal;
- comments of the groups will be taken into account when finalising project deliverables.

Members of the Appraisal Group will not comment on deliverables for which they are responsible. Disagreements will be resolved by negotiation or by a majority verdict as last resort. The group will communicate via email or other electronic means of the communications. If necessary, the group will hold Skype or teleconference meetings. No physical meetings of this group are foreseen.

### **User advisory board**

On launch in M18 Europeana will set up a cross domain user advisory board. Its role will be as the voice of the user for all new developments and to help prioritise what is important to the user. They will be a group of invited, committed individuals who can act as a sounding board for future development. It will be a small group of 12 individuals aiming to meet once in the lifetime of the project and to communicate via a web forum.

### **Quality Assurance**

The Quality methodologies and procedures applied will be in line with standard Quality Assurance procedures. In particular they will refer to:

- organisation of the working team,
- roles and responsibilities of each participant,
- control actions planned,
- time schedules.

Requirement specifications and quality objectives will be clearly defined and documented. Responsibilities and authorities will be clearly defined. The work programme allocates clear, single-organisation, responsibility for each task. Development, quality, testing, configuration, acceptance and maintenance plans will be defined and controlled. Agreed definitions of procedures for acceptance and quality control will be established. Appropriate tools for planning, monitoring and progress reporting will be used. For reporting a standard tool will be selected.

Quality control of deliverables and certain milestones will be undertaken and the Appraisal Group. Appropriate deliverables (and in some case, milestones) will be sent to this group for review and appraisal and their comments will be taken into account in finalising the deliverables. Members of the Appraisal Group will not comment on deliverables for which they are responsible. Disagreements will be resolved by negotiation or by a majority verdict as a last resort.

## **5.2 Internal communication mechanisms for project management**

Good communication will be at the heart of the network. Email lists will be established for specific groups of network members as required for good management and all project documents will be available to download from the network's website. Other project management tools will be used as required, including teleconferencing. Ensuring good communication (outwards to network members) is the responsibility of WP5. It will be the responsibility of all network members to respond to reasonable requests in a timely manner and to complete their reporting obligations as detailed in the network agreement.



The key project management communication activities, in summary are:

- Workpackage meetings both physical and virtual
- Work group meetings both physical and virtual
- Thematic network partner group meetings and quarterly newsletters
- Network Management Board meetings both physical and virtual and associated documentation
- Cluster Steering Group meetings

## **6 Dissemination and awareness**

In addition, to the above mentioned dissemination activities the following will be carried out:

- The multimedia (PowerPoint) presentation of the project should run automatically. The presentation should be for the general public describing consortium, project objectives, challenges and benefits. The first version of the project presentation should be delivered three months after the beginning of the project and the final version at the end of the project.
- The project Web site to present the activities of the project and all related information. For that purpose, the first communication / dissemination plan will have to specify:
  - o who the intended audience is
  - o what sort of information should be published
  - o how often the Web site should be updated
  - o whose responsibility it is to provide fresh content
  - o whose responsibility it is to maintain the Web site and post updates
  - o how EU funding will be acknowledged
- Provide links/information about activities related to the eContentplus Programme on the project web-site.
- Provide articles, fact-sheets, project descriptions, specific PowerPoint presentations at the request of the Commission to be used for the dissemination of project activities/results.
- Monitor and update the project information published on the eContentplus website
- Participate in events (e.g. conferences, meetings, workshops, trade fairs, exhibitions) at the request of the Commission.
- Collaborate with related Thematic Networks funded by *eContentplus*, providing input to and taking into account relevant outcomes.

### List of Events & Meetings

Meeting	Date (Project month)	Participants	Location /Responsible WP
(Kick-off) Plenary 1	14-16 Sept 09	Thematic network, work groups, and interested parties	KB wp5
(Technical review)	(once a year)	Network Management Board and Commission	t.b.d
Plenary 2	Sep '10 (m20)	Thematic network work groups, and interested parties / Rhine Launch	KB wp5
Plenary 3	June '11 (m30)	Thematic network work groups, and interested parties including User Advisory Board / Danube Launch	KB wp5
Work Group Kickoff	2,3 April 09 (m3)	Work Groups 1 & 3 & Cluster Dissemination	KB wp6
Work group 3	14-16 September 09 (m8)	WG3	KB wp3
Work group 3	Jan/Feb 10 (m12)	WG3	HUB wp3
Work group 3	June 10 (m17)	WG3	CNR wp3
Work group 3	Sep 10 (m20)	WG3 with Plenary	KB wp3
Work group 3	Mar 11 (m27)	WG3	?ONB wp3
Work group 1	Mar 09 3 <sup>rd</sup> week (m2)	T2 Subgroup 1.2	INA wp1
Work group 1	1 or 2Apr 09 evening (m4)	T3 Subgroup 1.1	KB wp1
Work Group 1	Sep 09 (m8)	All WG 1 for T1, T2, T3 T4 with Plenary	KB wp1
Work Group 1 & User Advisory Board	Apr 10 (m15) 2 days	T1 &T4, 2 <sup>nd</sup> day User Advisory Board	KL wp1
Work Group 1	Sep 10 (m 20)	T1 &T4 with Plenary	KB wp1
Work Group 1	Mar 11 (m27)	T1 &T4	?ONB or INA
Work Group 1	Mar 09 (m2)	T5, Expert API group	London, Amsterdam
Cluster Dissemination	Add in according to plenaries and WP 6 meetings dates and times to be decided	WP 5 Leader, Dissemination Leaders of Europeana Cluster projects	
Virtual Work Group meetings	Throughout year to be scheduled 3 months in advance	Each WG to hold at least 3 virtual WG's per year. List to be posted on virtual workspace and updated	WP1, 3, 5,6
Network Management Board	Meetings at 6-monthly intervals in M1,7,13,19,25	Work Package Leaders, Executive Director EDL Foundation, Coordinator Europeana Connect	KB or linked with other meeting
Network Steering Group	Meetings at 6-monthly intervals in M1,7,13,19,25, 30	Europeana v1.0 Network Management Board and coordinators of other projects in the Europeana Cluster	KB or linked with other meeting

## 7 Other Contractual Conditions

### 7.1 Subcontracting

To achieve the network aims and concrete results of Europeana v1.0 a variety of specialised help is required. This includes people and services. The most cost effective way of obtaining such specialised help is through subcontracts. The proposal is to subcontract the leadership of the 2 networking work packages, WP1 and WP3 and to buy in technical expertise for some of the cutting edge implementation that is required to make the portal operational. In addition specialised legal and online marketing expertise will be required and it is important to regularly evaluate the operational service with the users. Lastly provision has to be made to host the service so that constant, fast access is available 24/7.

At this stage a need for subcontracting is foreseen for the following tasks:

#### **Work Package and Task Leaders for WP1 WP3 and WP5**

**Objectives:** Each Work Package is led by a Work Package Leader who is responsible for overseeing the Work Package activities and for reporting to the Executive Board and the Project Manager.

**Responsibilities:** For each Work Package within its remit, its Work Package Leader will:

- monitor progress towards the deliverables defined in the work plan and ensure that the deadlines for milestones are met;
- be responsible for the performance of the Work Package and guarantee accomplishment of the objectives;
- provide regularly reports, control the quality and the schedule of work;
- identify Work Package level risks, track them, and propose corrective actions in the event of problems;
- allocate Work Package resources among the members of the Work Package and between deliverables;
- maintain a document cache within the arrangements made for the network as a whole, including minutes of the Work Package Meetings.
- Work Package leaders must attend Network Management Board & Cluster Steering Group Meetings
- Work Packages leaders will convene physical, Skype or teleconference meetings of their Work Package participants when necessary and in consultation with the Project Coordinator.
- Work Package leaders are responsible for working group cohesion and consistency and must encourage full participation of invitees.

Indicative Budget allocated €178,000

#### **Development Capacity**

**Objectives:** Specialised technical support and development for the delivery of Europeana v1.0 and its releases. A group of freelance, semantic and open source developers and technical experts will be called upon to deliver when required.

**Responsibilities:**

Developers and technical experts will undertake fully specified individual tasks, within a specified number of hours by a deadline.

Indicative Budget allocated €522,000

#### **Interoperability Capacity**

**Objectives:** The coordination of all the Europeana related projects to achieve full interoperability with Europeana. Creation and communication of all technical and data guidelines.

**Responsibilities:**

Writing and updating of guidelines and documentation as requested by WP2, WP3 and WP4

Mapping of collections to ESE when necessary

Training of interoperability specialists in other EU projects

Attendance at interoperability related meetings, including those of WP3 but also external relevant conferences

Indicative Budget allocated €90,000

### **PR & Dissemination**

**Objectives:** To ensure expertise and available resource to communicate Europeana to stakeholders and end users. To provide collateral to enable such communications

**Responsibilities:**

Design and printing of relevant collateral

Delivery of Search engine promotion expertise

Public relations and promotion across European and major world press and media channels

Design of brand and websites

Execution of website front ends, both project and Europeana.eu

Indicative Budget allocated €351,000

### **Administrative and Legal Capacity**

**Objectives:** to administer the back office functionality and give legal advice on contracts

**Responsibilities:**

Management of member state contributions and reporting

External audit of accounts

Adjustment of EDL Foundation Statutes

Contractual advice

Employment law advice

Content use contracts

Copyright and terms of use clauses

Indicative Budget allocated €115,000

### **User and Functional Testing**

**Objectives:** To be able to gather and test user requirements. To test with a professional company the functional components of each release.

**Responsibilities:**

Online surveys of users

Focus groups of users

Reports on user requirements

Functional tests per release

Indicative Budget allocated €240,000

## 7.2 Other specific costs

Web Hosting and Storage	€802,000 - M1-M30
Test/Acceptance Server	€40,000 - M1-M130
Development Server	€25,000 - M1-M30
Meetings and Conferences	€230,000 M1-M30

## 7.3 Indicative budget distribution & pre-financing schedule

The following table provides the indicative costs and maximum financial Community contribution for the project. The maximum financial Community contribution might be reduced in accordance with the provisions set out in Article 8 and Article II.17 of this grant agreement.

Part. No.	Participant Short Name	Total Costs	Community Contribution	Community pre-financing	
				First instalment	Second instalment
1	Stichting EDL	6 200 000	6 200 000	2 480 000	2 480 000
<b>Maximum Community contribution</b>			6 200 000	2 480 000	2 480 000

The coordinator may request the payment of the pre-financing instalments subsequent to the first according to the following schedule:

- Second instalment as of month 15

## 8 Appendices

### 8.1 Consortium description

#### Stichting European Digital Library (EDL Foundation), NL

The Stichting European Digital Library (EDL Foundation) is a cross domain foundation, under Dutch law, set up for the purpose of fostering collaboration between Museums, Archives, Libraries and Audiovisual Collections in Europe. It aims to provide access to Europe's cultural heritage by facilitating formal agreement across museums, archives, audio-visual archives and libraries on how to cooperate in the delivery and sustainability of a joint portal. It also provides a legal framework for use by EU funded projects to bring their research or content into the Europeana.

Its current Board of Participants is made up of pan-European Associations from the 4 sectors able to represent and mobilize their members to contribute and form part of EU funded projects aimed at realizing a European Digital Library. These are EURBICA, FIAT, ACE, EMF, ICOM Europe, CENL, CERL, LIBER, MICHAEL, the Koninklijke Bibliotheek, INA, the Bundesarchiv and the Bibliothèque nationale de France. The Board of Participants has elected an Executive Committee which is responsible for making decisions on behalf of the Board of Participants and for the legal and financial running of the Foundation.

EDL Foundation is the coordinator for Europeana v1.0

#### Key personnel

**Jill Cousins** is Director of The European Library and Executive Director of the EDL Foundation. She took over from the TEL project and created the operational service [The European Library](#). The success so far of this service has led to the European Union giving their strategic backing to The European Library for the creation of the European Digital Library. She has a strong web publishing background, having worked for VNU as their European Business Development Director and then transferred the lessons learnt from commercial business-to-business publishing to scholarly publishing working for Blackwell Publishing and several other academic publishers in the UK. Prior to a publishing career, she worked in the online environment for many years, first as a researcher with her own company specialising in providing business information to large corporate companies. The company still exists 20 years later, owned by Thomson Financial and known as Thomson First Contact. After selling this company Jill worked as the Marketing Director for Online information. She has been involved in several international publishing industry bodies aimed at achieving this, such as CrossRef and COUNTER. Now combining the skills of web publishing, marketing, research knowledge and business development she heads the growing [www.TheEuropeanLibrary.org](http://www.TheEuropeanLibrary.org) and [www.europeana.eu](http://www.europeana.eu). Jill holds a Geography degree and a Ph.D in 16th Century Arabic and Turkish Sea Charts.

**Catherine Lupovici** has many years of experience in digital libraries, being Director of the Digital Library Department at the Bibliothèque nationale de France (Bnf) prior to joining the EDL Net Office. Catherine was involved in the development of the Web archiving new services in the Bnf, in the development of the trusted digital repository and in the contribution of BnF to the definition of what a European Digital Library might be through the Europeana maquette and prototype as well as in the Gallica online digital library <http://gallica.bnf.fr/>.

After her masters in librarianship Catherine became Director of the Académie nationale de Médecine Library for five years. She was then in charge of the organisation of the French Academic libraries cooperative network including the cooperative acquisition policies and union catalogues in the Ministry of Education Library office. She worked after in Jouve SA French printed company involved in data capture and electronic publishing where she led several European Research and Development projects bringing together libraries, publishers and research laboratories specialised in information technologies. Catherine has a degree in Physic and Chemistry and loves the history of sciences

**Julie Verleyen**, Manager of the Technical Team of The European Library and European Digital Library Office, The Netherlands.

She studied in France at the universities of Lille and Grenoble where she graduated in cell biology and physiology in 2001. She focused her interest on bioinformatics and took a degree in computer science in 2002. After a work experience in software development and molecular modelling in the biotechnology industry (2003), she moved to the Netherlands and started at The European Library office as programmer and technical assistant. Since the beginning of The European Library as a service Julie was involved in all technical and managerial processes aiming at specifying, building and testing the portal, incorporating the collections, developing and maintaining the central index and providing support to partners for the technical areas. She took part in all projects associated with The European Library: [TEL-ME-MOR](#), [EDLproject](#), [TELplus](#). Julie became responsible of the Office's development team in July 2007 and coordinates all programming and technical activities, including those related to the creation of the Europeana prototype, in the context of the [EDLnet](#) project.

### Thematic Network Members

Many of the proposed Europeana v1.0 members are currently members of EDLnet. They are a mixture of pan-European associations, national institutions and individual public bodies from the four domains.

Europeana v1.0 will engage with the thousands of libraries, museums and archives with digital content through the associations which represent them. The sectors to be engaged by Europeana v1.0 are:

- Libraries
- Museums
- Archives
- Audio visual broadcasting and films
- Users
- Other projects and networks [for concertation]

### [AT] AUSTRIA

**Angewandte Informationstechnik Forschungsgesellschaft mbH- AIT** is an Austrian software and research company that was founded in 1979 and is based in Graz, the capital of Styria, Austria. Research work is done primarily in the field of information management (e.g.: distributed databases, collection management, knowledge engineering). It is carried out within the EC (e.g. IST, Ten-Telecom etc.) action lines or on national and regional level. Among some of the research projects that AIT cooperated with or coordinated count MOSAIC (Museums Over States and virtual Culture; TEN-Telecom), COVAX (Contemporary Culture Virtual Archives in XML; IST-Programme) and DISMARC (DIScovering Music ARChives; eContent*Plus*). DISMARC is understood as the “audio-pillar” into The European Library - TEL framework.

At regional level AIT is the technical provider for the DIS project (Dokumentations- und InformationsService), where a virtual content catalogue for museums, archives, libraries and other content institutions is being created based on OAI technology and international standards (Dublin Core).

### [BE] BELGIUM

**The Royal Library of Belgium (KBR)** is the National Library of the Belgian state. She was founded in 1837. Its history really started however with the Library of Burgundy, a collection of 900 manuscripts acquired in the 15th century by the dukes of Burgundy. Since 1966, under the Legal Deposit Law, the KBR has been charged with collecting and cataloguing every Belgian publication. The Royal Library of Belgium holds as well very rich patrimonial collections, such as Manuscripts, rare books, maps, engravings, etc. Through Europeana v1.0, the KBR finds a new way of unlocking its collections, and share its Heritage with the European citizen. The KBR is a partner in EDLnet.

**Library of the Katholieke Universiteit Leuven** is the oldest university in the Low Countries. It incorporates a network of 12 libraries with a staff of 175. The library's IT division provides services to over 20 institutions (universities, but also public libraries, archives, museums, polytechnics, research institutes and private firms) plus the provincial public library network of Flemish Brabant, and manages a union catalogue of over 3m records. The library is a member of LIBER and hosts the secretariat of the Flemish Association of Academic Libraries. It is also a member of the Belgian Conference of University Libraries. Eleven high schools (polytechnics) throughout Flanders make up the membership of the Association of K.U. Leuven and there is an active co-operation between their libraries on policy and service matters. Mel Collier [the University Librarian] is secretary of the Flemish association of university libraries and a member of LIBER. KUL has a large network of cooperating organisations (not just universities, but also public libraries, archives, museums, polytechnics, research institutes and private firms who take library systems and other IT facilities and support from our library IT division, LIBIS. The wider network is called LIBISnet. The K.U. Leuven is a partner in EDLnet.

### [CY] CYPRUS

**The Cyprus Library** (Kypriki Vivliothike) dates back to 1927. The Library comprises the Central Library and the Children's Library. In the Central Library the total number of volumes exceeds 80,000 items, highlighted by a strong collection of Cypriot materials and the Children's Library has about 4,000 books, mainly in the Greek language. The Library is also a depository for UN documents. The library is a partner in the The



European Library-ME-MOR project and is the country partner for Cyprus. The Cyprus Library is a partner in EDLnet.

## [EE] ESTONIA

**The National Library of Estonia (Eesti Rahvusraamatukogu)** is a legal entity in public law which operates pursuant to the National Library of Estonia Act. It is a national library collecting, storing and making publicly accessible items published in Estonia, in Estonian, or about Estonia, regardless of their place of publication, and maintaining the State database for a national bibliography of Estonian documents.

It is also among other things the national centre for statistics on book publishing and Estonian libraries; the national ISBN, ISMN and ISSN agency; a parliamentary library providing information services to the Parliament (Riigikogu), the Government, to government institutions and the Office of the President; a research library for the Humanities and Social Sciences providing information for research activities and offering a wide range of information services.

The library has participated in numerous European cooperation initiatives, leading the dissemination work package in the TEL-ME-MOR project and coordinating the TELplus project. National Library of Estonia is also a member of the EDLnet thematic network.

## [FR] FRANCE

The **Association des Cinémathèques Européennes (ACE)** is an affiliation of over 30 national and regional preservation film archives from all over Europe. Its joint role is to protect the European film heritage and to assure that the audio-visual records of our century survive to be enjoyed and studied for generations to come. ACE has participated in numerous European projects regarding film archiving and preservation and training for audiovisual professionals. The beginning was made with the project LUMIERE funded by MEDIA I, followed by ARCHIMEDIA funded by MEDIA II. ACE also received grants from RAPHAEL for the continued support of a search for lost European films; from CALEIDOSCOPE for the technical research project All the Colours of the World (the restoration of silent film colouring systems); and from LEONARDO for the Internet project *Film Archives Online*. ACE represents film archives and audio-visual media in the network. The project EFG – The European Film Gateway has been successfully submitted as a Best Practice Network under the eContentplus programme in 2007. It is currently under negotiation and expected to start in September 2008. Claudia Dillmann, president of ACE is also a member of the High Level Expert Group on Digital Libraries and is a member of the executive group of EDL Foundation. ACE is a partner in EDLnet and part of the Board of Participants of EDL Foundation.

With a history spanning 7 centuries, the **National Library of France** (Bibliothèque Nationale de France) is one of the most prestigious cultural institutions in the country. Its mission is to collect, preserve and make publicly available the national output of print and electronic editions. It is a leading organisation in research in these fields and has collaborated in numerous projects nationally and internationally. Its collections develop through legal deposit, donations and international exchanges. A number of electronic resources can be consulted on site (CD Roms, databases, online journals and the digital library). The latter is called Gallica and opened to the general public around the world since 1997. It serves as a digital encyclopaedia and consists of: printed materials (books, journals, newspapers, printed music, and other documents), graphic [52001] Annex 1 49 of 55 Version of 15/06/2007 material (engravings, maps, photographs, and others), and sound recordings. BnF is the country partner for France in EDLnet.

Since the creation in 1974 **L'institut national de l'audiovisuel (INA)** has been carrying out the conservation, research and training which has made it a precursor and world leader in archiving, digitisation, and safeguarding of audiovisual assets, as well as the technological innovation relating to these two domains. INA is one of the largest archive center in the world. As experts in the conservation and digitisation of radio and television archives, INA diagnoses, carries out technical and documentary audits, advises and supports firms and institutions wishing to get involved in the safeguarding of their audiovisual heritage or to establish a legal radio and television depository. INA is a partner in EDLnet and a member on the Board of participant for EDL Foundation.

## GERMANY [DE]

The **Deutsche Nationalbibliothek (German National Library)** is the central archival library and national bibliographic centre for the Federal Republic of Germany. Its task, unique in Germany, is to collect, permanently archive, comprehensively document and record bibliographically without gap all German and German-language publications from 1913 on, foreign publications about Germany, translations of German works, and the works of German-speaking emigrants published abroad between 1933 and 1945, and to

make them available to the public. The German National Library maintains co-operative external relations on the national and international level. For example, it is the leading partner in developing and maintaining rules and standards in Germany and plays a significant role in the development of international standards.

The DNB was a founding partner of The European Library and was involved in all subsequent projects, e.g. TEL-ME-MOR, TELplus, EDLproject, EDLnet etc, partly as coordinator.

Elisabeth Niggemann, Director General of DNB, is chair of the Conference of European National Librarians (CENL), chair of the EDL Foundation and a member of the European Commission's High Level Expert Group on Digital Libraries.

The **Bibliotheksservice-Zentrum Baden-Württemberg (BSZ)** runs one of the union catalogues in Germany covering the federal states of Baden-Wuerttemberg, Sachsen, Saarland and Rheinland-Pfalz with about 1000 participating scholarly libraries and about 12 Mio. bibliographic records of scholarly libraries. Beside the union catalogue the BSZ offers several services to these academic libraries: running servers for the local systems of about fifty libraries; the digital library with several online services enriching the catalogue entries. Furthermore the BSZ is ASP for museums in Germany and does online services for the state archives of Baden-Württemberg, too.

From 2001 to 2007 the BSZ contributed to and coordinated the BAM project, which was financed by the German Research Foundation. This project is now maintained by a consortium coordinated by the BSZ. The joint internet portal for libraries, archives, and museums (BAM: Bibliotheken, Archive, Museen) enables the user to search the data of libraries, archives, museums and other institutions simultaneously and to navigate from search results to respective digital representations of the special information systems. BSZ is also a partner in EDLnet.

**Rundfunk Berlin-Brandenburg** (Berlin-Brandenburg Broadcasting) is the organization responsible for public radio and television in the German federal states of Berlin and Brandenburg. RBB was created on 1 May 2003 from the merger of Sender Freies Berlin (SFB) and Ostdeutscher Rundfunk Brandenburg (ORB) – the latter based in Potsdam. It is a member of the consortium of German public broadcasters, ARD.

In addition to its main broadcasting centres in Berlin and Potsdam, RBB has regional studios in Cottbus, Frankfurt (Oder), Perleberg, and Prenzlau. RBB is also responsible for managing the ARD studio in Warsaw. The Potsdam broadcasting centre also houses the ARD Digital service.

DIMARC, of which RBB is one of the consortium members, collects metadata from participating archives, maps it to a DISMARC protocol and stores it securely. By browsing this 'metastore', users will be able to search all participating archives simultaneously.

## [GR] GREECE

The **Veria Central Public Library** was founded as a local public authority in 1952, and is one of the major Greek Public Libraries, legally known as 'Central' since it serves the whole region of Central Macedonia including via bookmobile services. It comes administratively under the Ministry of Education but is also linked with a large network of cultural institutions.

Veria has participated in a number of EU funded operations. Veria was responsible for the development of a portal for all Greek Public Libraries funded by the National Information Society fund. Veria was Lead Partner in the LIGHT Operation, funded under Interreg III C East, the overall objective of which was to provide Public Libraries and other relevant institutions with a platform of cooperation, methodologies and know-how in using ICT to contribute to their regional development policies in the area of cultural heritage. Veria is a partner in EDLnet.

## [IT] ITALY

**Eremo srl** ([www.eremo.net](http://www.eremo.net)) is an Italian SME specialised in project management in the Cultural Heritage sector at the national, European and international level. Eremo leads the dissemination workpackage and provides management input to TELplus and has a similar role in other projects in the Europeana cluster, providing consistency. The company has a long relationship with projects relating to TEL and the European Digital Library and works with DFI and ACE in the EFG project. It managed and provided dissemination expertise in the related EU-funded projects TEL-ME-MOR and EDL aimed at stimulating and facilitating the participation of all EU national libraries in TEL. It provides similar services to EDLnet and EFG [European Film Gateway]. Eremo staff and associates have extensive experience in project management in a European cultural context.

## [LATVIA]

**The National Library of Latvia** is the largest research library in the country. Its mission is to facilitate the stable and ongoing development of the spiritual and intellectual abilities of the Latvian population, acting as the centre for development of the library system in Latvia, establishing collections of information resources, and providing information to various national programs. The Library participates in the implementation of various library-related programs in Latvia, does methodical and scientific researches, publishes bibliographic indexes and collected articles on book science and librarianship, enacts the initiative for a process of library standardisation, and participates in the work of international library organisations. The National Library of Latvia is very important in providing information to the institutions of state governance.

Since 2006 the National Library of Latvia has been engaged in the building of Latvian National Digital Library "Letonica". Digitising works at the Library started in 1999. At present the Digital Library holds digitised collections of newspapers, pictures, maps, books, sheet-music and audio recordings.

The National Library of Latvia is an active member of the international Bibliotheca Baltica network, supports Europeana building and participates in projects under acronym EDLnet, TELplus and EDLocal. The National Library of Latvia is regional content co-ordinator for Latvia in Europeana v.1.0.

## [NL] NETHERLANDS

**CENL, The Conference of European National Librarians** is a foundation under Dutch law with the aim of increasing and reinforcing the role of national libraries in Europe, in particular in respect of their responsibilities for maintaining the national cultural heritage and ensuring the accessibility of knowledge in that field. Members of CENL are the national librarians of all Member States of the Council of Europe. The conference currently consists of 45 members from 43 European countries. Its members pay a subscription, exchange information, meet annually and work together on strategic issues of common interest. Various CENL members have been involved in successful EU projects under FP4, FP5 and FP6 including NEDLIB, BIBLINK, CoBRA, INTERPARTY, MALVINE, TEL (The European Library), TEL-ME-MOR and recently EDL (The European Digital Library). CENL is currently chaired by Elisabeth Niggemann, director of DNB and member of the High Level Expert Group.

**The Nationaal Archief** is the largest public archival institution in the Netherlands. It provides access to central government records and other historical sources from the Netherlands to a broad audience and has a legal duty to do so. It has longstanding experience managing and preserving paper records and has been involved in digital preservation since the beginning of the 1990s, for instance in European projects such as Planets and Digital Preservation Europe (DPE). It has a leading role in The Netherlands in implementing the EAD standard for converting word processor formatted finding aids, and puts great effort in promoting the EAD standard throughout the archival community in the Netherlands, thus facilitating userfriendly online publication of archival resources and their context.

The Nationaal Archief is a partner in EDLnet and is a member of the consortium of European national archives which is about to develop a European archival portal (APENET) within the European eContentplus programme. One of the main objectives of this new APENET project is to enable Europeana to harvest all European archival resources from one access point and as leader of workpackage 3 of this APENET project the Nationaal Archief is responsible for establishing its interoperability with the Europeana portal.

Founded in 1798, the **National Library of the Netherlands** was named *Koninklijke Bibliotheek* in 1806 and was declared the National Library in 1982. The main mission of the National Library of the Netherlands is to preserve and to give access to the national printed and written heritage. As a depository library the KB collects and preserves all publications that are issued by officially registered Dutch publishers, and in addition a good deal of Dutch grey literature. As a scholarly library the KB serves the academic community and individual scholars. The KB carries out special tasks relating to the national information infrastructure, library cooperation, library research and the application of technology in information systems. The National Library of The Netherlands is a founding member of EDLnet and acts as the country partner for The Netherlands. Wim van Drimmelen, Director General of the KB, is Secretary of the EDL Foundation.

**The Netherlands Institute for Sound and Vision (SV)** maintains and provides access to 70 per cent of the Dutch audio-visual heritage, comprising approximately 700,000 hours of television, radio, music and film, making SV one of the largest audiovisual archives in Europe. SV combines the highest professional standards concerning the release and storage of material, with easy access for its users, by using state of the art systems for asset management and storage. SV is the business archive of the national broadcasting corporations as well as a cultural heritage institute. SV has brought thousands of hours of archive footage on-line for educational use and also operates a facility for the general public, the Media Experience, which is visited by 200,000 people annually. In 2007, the seven-year Images for the Future programme was launched. The project will realise the digitisation of the Netherlands' audiovisual memory in a process

whereby SV will conserve and digitise 17,500 hours of film, 124,000 hours of audio, 137.000 hours of video and 1.2 million photos. This material will be made available for (broadcast) professionals, education and the general public.

Sound and Vision is an experienced partner in National and European research projects and active in the following international organisations FIAT/IFTA, EBU and UNESCO. Current research projects include Video Active, COMMUNIA and the CATCH programme. Sound and Vision is a partner in EDLnet.

## [NO] NORWAY

The **Norwegian Archive, Library and Museum Authority (ABM-utvikling)** was established on 1<sup>st</sup> January, 2003 following the merger of the Norwegian Directorate for Public Libraries, the Norwegian Museum Authority, and the National Office for Research Documentation, Academic and Special Libraries. ABM-utvikling is an advisory and executive organisation for the Ministry of Culture and Church Affairs on the specialist fields of archives, libraries and museums.

It is the task of ABM-utvikling to carry out active strategic development work for the

- co-ordination
- rationalization, and
- strengthening

of the archive, library and museum sector. The aim is to put the constituent sectors and individual institutions in a better position to solve the tasks that relate to their specialist subjects and to find ways of meeting the new challenges presented by society. ABM-utvikling participates in all of the tasks that involve the archives, libraries and museums, but it also works across the boundaries of the specialist fields and handles cross-ministerial joint initiatives relating to the archive, library and museum sector.

The **National Library of Norway** aims to be a multimedia centre of knowledge which already forms the core of the Norwegian Digital Library. It is the premier source of information about Norway, Norwegians and Norwegian culture, and it is Norway's main resource for the collection, archiving and distribution of Norwegian media. Its functions include establishing, preserving and making available a wide variety of collections. The National Library has unique collections that include film, music and theatre besides manuscripts and print media. The Norwegian Legal Deposit Act covers all types of media, including digital documents. Norwegian web sites are downloaded from the Norwegian top level domain of the World Wide Web and stored in the digital long term repository. At present, 40 million documents have been downloaded and stored. The NRK Norwegian radio historical archive has been digitized and stored. The National Library of Norway is a member of the EDLnet and acts as the country partner for Norway.

## [PT] PORTUGAL

**DGARQ (Direcção-Geral de Arquivos)** is a Directorate General accountable for the planning and execution of national archival policy in Portugal. It is a mission of The Directorate-General of Portuguese Archives (DGARQ) to ensure that; the Public Administration produces and keeps documentation in order to supply proper and sufficient evidence of its activities, providing organisational responsibility and inheritance memory; the documents which hold archival value are classified and preserved as an essential of individual and collective memory, by a factor of national identity and a source of scientific investigation; the access to the archives is guaranteed without any discrimination, a proper requirement for the exercise of a responsible citizenship as well as a factor of democracy evolution. DGARQ is a partner in EDLnet.

**The Instituto Superior Técnico (IST)**, with nearly 8,000 students and 600 Professors with a PhD, is the most important school of the Lisbon Technical University and the oldest and largest Portuguese school of engineering. Its mission is to contribute to the development of society by promoting a higher education of outstanding quality in the areas of Engineering, Science and Technology, at undergraduate and postgraduate levels, and by carrying out research and development activities in accordance with the highest international standards.

José Borbinha (PhD) is Associated Professor of the Computer Science and Engineering Department of IST and the leader of the Information Systems Group at the INESC-ID. He was director for Innovation and Development for the National Library of Portugal is the chair of the IEEE Technical Committee on Digital Libraries. He was member of the team that developed the first prototype of TEL, and has been involved in the following initiatives to further develop TEL (including satellite services such as DIGMAP) and cooperation with the Europeana.

## [RO] ROMANIA

**CIMEC** is a national public institute for the documentation of cultural heritage, established in 1978. Among other things the institute's activities are to collect, process, develop and disseminate information concerning movable and immovable cultural heritage, theatre performances, cultural institutions, bibliographic records and cultural events; to maintain the national databases and other computerised cultural information resources; to develop tools for the collections documentation.

CIMEC is an institutional member of ICOM (International Council for Museums) and of CIDOC (International Documentation Committee for Museums), member of SIBMAS (Performing Arts International Association), of ELAG (European Library Automation Group). CIMEC is a partner in EDLnet.

### [SK] SLOVAKIA

**The Slovak National Library (SNK)** is the national library of the Slovak Republic and the supreme state cultural, information-providing, scientific and educational institution in the area of librarianship, bibliography, literary museum, literary archives and biography. It is a part of the Library Network of the Slovak Republic, which organisationally forms a part of the State Information System. The Library Network of the Slovak Republic comprises scientific and research libraries, academic libraries, public libraries, school libraries and special libraries.

The fundamental mission of the Slovak National Library is to provide free access to information disseminated on all types of carriers *by using library and information services and information technologies, to build, preserve and make access to* library collections, archival collections and museum objects relating to documentation of development of the Slovak literature, the book culture and arts, as well as the databases from these domains and thus to satisfy cultural, informational, scientific, research and educational needs of the people and to help them in their life-long learning, independent decision-making and intellectual development. SNK was a partner in TEL-ME-MOR project and is a partner in TELplus and EDLnet.

### [ES] SPAIN

The Fundación Biblioteca Virtual Miguel de Cervantes is a non-profit foundation set up by the University of Alicante and the Banco Santander in collaboration with the Fundación Marcelino Botín in July 1999. It is an ambitious project of digital publication of the bibliographical, documental and critical heritage of the Spanish and Latin American culture.

The Miguel de Cervantes Digital Library is a bibliographical and documental fund which, throughout the use of new technologies, is freely available to the internet users with the aim of spread the most significant works and documents of this culture.

The Migeul de Cervantes Digital Library is a partner in EDLnet.

### [SE] SWEDEN

The **International Association of Sound and Audiovisual Archives (IASA)** started it exists 1969 and has now about 450 members from more than 60 countries representing a broad palette of audiovisual archives and personal interests which are distinguished by their focus on particular subjects and areas. Collections may exist in many sound and moving image formats. IASA supports the exchange of information and fosters international co-operation between audiovisual archives and others interested in the field. A yearly conference gives members the opportunity to meet and discuss current and ongoing issues in the sound and moving image field. The Executive Board, elected once every three years, oversees the business of IASA. Sections and Committees are responsible for developing the work of IASA. They deal with specific areas and provide excellent opportunities for information exchange and discussion. The IASA publications scope from eBulletin, a journal to books on digitization and dissemination. IASA is a partner in EDLnet.

**Luleå University of Technology, Sweden (LTU)** is the northernmost university of technology within the European Union. The Faculty of Engineering and the Faculty of Arts and Sciences provide education and conduct research in about 60 divisions belonging to 13 departments. Internationally renowned research within engineering and technology is combined with subjects such as business administration, systems development, learning, social sciences, the health sciences, media, music, and drama. Research and education at the University are primarily applied and interdisciplinary in nature and in close co-operation with industry. LTU is a partner in many EU FP6 and FP7 projects.

The Computer and Systems Science Division at LTU specializes in research and education on information systems and the role of information- and communication systems in development and management of knowledge based organizations.

The university and the Computer and Systems Science Division provide the legal body for the Knowledge Management in Museums (the KMM) programme. KMM is one of the ongoing research and development programmes. The goal is to establish methods, tools and systems for public access to and learning from

digital collections and repositories. Durable integrated solutions on the national and European level are sought for.

**The Riksarkivet (the National Archives)** is one of the oldest public agencies in Sweden, with a history leading back to the Middle Ages. Today, the National Archives is charged with the supervision of all public records in the agencies of the central Government, while delegating to the regional state archives the supervision of records generated by regional and local authorities. Its commission by law is to preserve, organise and care for the records in order to uphold the legal right of access to public records in the pursuit of justice, continuity of public administration, and facilitating of research. Since 2000 the National Archives have distributed a web based National Archival Database (NAD) with archival descriptions from a great number of Swedish archival institutions, both public and private. Nowadays it is possible also to link from many of these descriptions to the actual records in digital form. The National Archives has been (and still is) a partner in several EU framework projects, like EUAN, MINERVA (WP leader), LEAF, QVIZ and PROTAGE (coordinator), and is also a partner in EDLnet.

**National Library of Sweden (Royal Library)** collects, describes and preserves all Swedish printed materials according to deposit law since 1661 and makes it available to the public. It collects Swedish e-publications and started collecting web pages on a regular basis as early as 1997. As a research library within the humanities it has extensive older collections of printed books, manuscripts, pictures and maps. The Royal Library is a central library authority with responsibility for coordinating Sweden's research libraries and for the Library Information System LIBRIS, a database with records representing about 300 Swedish libraries, and other central services. It is involved in digitisation, striving for cooperation with other libraries as well as with archives and museums. It was a partner in the EDL project. In EDLnet it acts as the country member for Sweden.

#### [UK] UNITED KINGDOM

**The British Library (BL)** is the national library of the United Kingdom and one of the world's greatest libraries. The collection includes 150 million items (manuscripts, maps, newspapers, magazines, prints and drawings, music scores, and patents). The BL serves business and industry, researchers, academics and students, in the UK and world-wide. Each year six million searches are generated by the British Library online catalogue and nearly 400,000 visit our Reading Rooms. Over 100 million items have been supplied to readers all over the world. The British Library is a partner in EDLnet.

The **Natural History Museum (NHM)** is one of the world's great museums, with over 3,300,000 visitors and 11,000,000 online visitors per year. The NHM is also an international leader in the scientific study of the natural world. NHM has a strong track-record in European Commission funded research and training. It currently leads the €13m EU I3 Programme SYNTHESYS project, which provides access and training in 20 natural history museums and herbaria (26,000 days in total to collections in 11 countries). NHM is currently in negotiation on nine FPVII projects across a range of research disciplines. In addition, NHM has led training networks and infrastructure projects in the last three frameworks; currently leads a FP6 RTN project, ORIGINS and is a partner in a further 15 live FP6-funded.

The NHM Library has the largest collection of natural history materials in the world, with over 1,000,000 books (from 1469 onwards), 25,000 journal titles, and 600,000 works of art. The NHM is committed to making its store of information freely available to as many people as possible. The NHM is a partner in EDLnet.