

DELIVERABLE

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D3.1 Terms of Reference for the Network of Common Interest

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Authors:

Claudio Prandoni (PROMOTER)
Antonella Fresa (PROMOTER)
Pietro Masi (PROMOTER)
Manuele Buono (PROMOTER)

Contributors:

Magnus Geber (Riksarkivet)
Erwin Verbruggen (BEELD EN GELUID)

Reviewers:

Björn Lundell (HS)
Jonas Gamalielsson (HS)
Eva McEneaney (LGMA)

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EXECUTIVE SUMMARY

This Deliverable is a report on the networking platform of tools and guidelines, which includes all terms of reference and methodologies for:

- Networking with the stakeholders (memory institutions, ICT providers, standardisation bodies)
- Enlargement of the network
- Specific methodologies of the Working Groups

This document is intended to include all necessary information on the procedures to ensure a smooth internal work process as well as provide the wider public with an overview of the PERFORMA project.

Most of these procedures are already in place and have effective and beneficial impact on the progress of the work.

The first section on General Methodology builds on the indication of the Project Handbook. The aim is to further explore current best practices so they are readily available to new members of the network.

The second section on Networking Activities and Enlargement of the Network describes the methodologies decided by the consortium to formalise the agreements with external partners who express their interest and the intention to cooperate with the project. It outlines a unique workflow which exploits existing tools to ensure the smooth management of this very delicate task.

The third section on PERFORMA Working Groups is dedicated to the terms of reference and the procedures for the activity of each Working Group.

The last section presents some final considerations and draws the conclusions.

Finally, the Annexes contain the templates of the affiliation agreements.

1 GENERAL METHODOLOGY

This section builds on the indication of the Project Handbook, describing general norms and methodologies for networking and best practices for conduction of work in the project, which includes methodologies for quality assurance and monitoring. It includes a summary of the most important methodologies to be used for the project's internal Work Packages and the networking activities, including some more detailed specifications.

1.1 CONTACT PERSONS

The following table summarises the project's main contact persons for each Work Package and Task.

Work Package and Task		Responsible Partner	Work Package and Task Leaders
WP1	Project Management	RA	Börje Justrell
	T1.1 Coordination	PROMOTER	Antonella Fresa
	T1.2 Reporting	PROMOTER	Claudio Prandoni
	T1.3 Financial Management	RA	Pehr Halse
	T1.4 Change Management	PROMOTER	Antonella Fresa
WP2	Requirements & Assessment	PACKED	Bert Lemmens
	T2.1 Tender Preparation, pre-announcement, publication, closing and contracting	RA	Per Elfner
	T2.2 Functional Requirements	PACKED	Bert Lemmens
	T2.3 Technical Specifications	HS	Björn Lundell
	T2.4 Supplier Selection	RA	Per Elfner
WP3	Sustainable network and use	RA	Magnus Geber
	T3.1 Facilitation	SPK	Stefan Rohde-Enslin
	T3.2 Extension	BEELD EN GELUID	Erwin Verbruggen
	T3.3 Future Plans and exploitaion	PROMOTER	Claudio Prandoni
WP4	Dissemination and Communication	PROMOTER	Claudio Prandoni
	T4.1 Dissemination	PROMOTER	Claudio Prandoni
	T4.2 Open Source Portal & Supplier Community	HS	Björn Lundell
	T4.3 Final Conference	RA	Börje Justrell
WP5	Co-Design	Fraunhofer	Peter Pharow
	T5.1 Co-Design Step 1	Fraunhofer	Peter Pharow
	T5.2 Co-Design Step 2	Fraunhofer	Peter Pharow
WP6	Prototyping	HS	Björn Lundell
	T6.1 Prototyping Step 1	HS	Björn Lundell
	T6.2 Prototyping Step 2	HS	Björn Lundell
WP7	Validation and testing	UNIPD	Nicola Ferro
	T7.1 Final Validation	UNIPD	Gianmaria Silvello

WP8	Competitive Evaluation and Monitoring of the RTD work	UNIPD	Nicola Ferro
T8.1	Evaluation strategy	UNIPD	Gianmaria Silvello
T8.2	Competitive evaluation	RA	Benjamin Yousefi
T8.3	Monitoring of the development and Reporting of demonstrations	HS	Björn Lundell
T8.4	Final evaluation of the tender	RA	Börje Justrell

1.2 PROJECT MEETINGS

The main instruments for internal communications are face-to-face and virtual meetings: Plenary Meetings, Work Package Leaders Meetings, Work Package Specific Meetings.

- Plenary Meetings (Physical)
 - Attendance: General Assembly members.
 - Time schedule: At least once per year.
 - Objectives: Checking the status of the work for each Work Package: steps taken, problems, solutions, steps forward, success indicators, deliverables, etc.; planning the next steps; strategic and policy decision making; ensuring that the project delivers the results within time and budget constraints.
- Project Management Team Meetings (Virtual)
 - Attendance: Project Management Team members.
 - Time schedule: Arranged by the Project Coordinator to coincide with the overall planning of milestones, deliverables and EU reviews.
 - Objectives: Update on the project's ongoing status; coordinating work in progress across work packages and tasks; establishing progress at Task and WP Level; formulating corrective measures if the project gets sidetracked; reviewing project planning at Task and WP Level for the next three to six months, including dependencies and risks; identifying opportunities for Best Practice sharing and dissemination.
- Strategic Project Meetings (Physical), to be held when there are issues of special complexity or when there are gaps of perspective between project members.
 - Attendance: Relevant Project Participants, primarily those directly involved in the issue.
 - Time schedule: As required, no fixed time schedule.
 - Objective: Solve a special issue or/and come to a common understanding.
- Work-Package Specific Meetings (Virtual)
 - Attendance: WP Leader, Task Leader(s), other participants to the WP, Project Coordinator or Technical Coordinator (if appropriate).

- Time Schedule: Ad hoc, no fixed time schedule. During the plenary meetings, separate sessions can also be organised to discuss specific topics related to a WP.
- Objective: Within the framework of the DoW, operational coordination and alignment of tasks at the level of the WP.
- Working Groups Meetings (Virtual)
 - Attendance: WG Referee, other participants to the WG, Project Coordinator or Technical Coordinator (if appropriate).
 - Time schedule: Ad hoc, no fixed time planning. During the plenary meetings, separate sessions can be also organized for each WG.
 - Objective: Discuss specific topics related to a WG.

1.3 MINUTE WRITING

Minutes of each official meeting should be archived for the project record. One of the participants will undertake this task. The minutes will be archived in the 'Meeting' folder of the project for future reference.

1.4 CALENDAR AND REMINDERS

A common PREFORMA Calendar has been set up where it is possible to view all the events and appointments that are scheduled, using any device. Its main purpose is to have a general overview of the planned meetings/skype calls/etc. and to plan the project's activities without any overlap.

All deadlines, dates, meetings, should be copied in the PREFORMA common calendar to allow everybody to follow the actual workflow in detail. This is responsibility of Task leaders, WP leaders and coordinators.

All partners can ask the Technical Coordinator or the WP/Task Leaders to include the necessary dates.

1.5 REPOSITORY

The aim of the project repository is to archive all the documents that are useful for the project, to preserve them and share them among the partners. It contains all day-to-day information on project activities, including information on project meetings and phone conferences (agendas and minutes), schedules of project activities, working documents, confidential deliverables, official documents (e.g. Grant Agreement, DoW, Consortium Agreement), templates for deliverables and presentations, materials for the reviewers and the PO and other useful documents.

The repository contains:

- An **Image Gallery** folder that contains all the images made available by the PREFORMA partners to be used for dissemination and communication purposes, including the associated captions.

- A **Deliverables** folder that contains all the deliverables that will be officially submitted by the Consortium and a table summarising deadlines, responsible and peer reviewers.
 - Naming convention for the deliverables: “PREFORMA_DX.Y_Title”.
- A **Meeting** folder that contains a sub-folder for each meeting or event organized by the project. Each sub-folder includes agenda, minutes, presentations and other useful material.
 - Naming convention for meeting/event sub-folder: “yyyymmdd Venue Meeting”.
 - Naming convention for the agenda: “PREFORMA_yyyymmdd_Venue_Meeting_Agenda”.
 - Naming convention for the minutes: “PREFORMA_yyyymmdd_Venue_Meeting_Minutes”.
 - Naming convention for the presentations: “Title Author”.
- A **Templates** folder that contains all the available templates.
 - The template for the deliverables.
 - The template for the presentations.
 - The template for the Work Package reports.
 - The template for the 6-monthly costs reports.
 - The template for the reporting of the dissemination activities.
 - The templates for the Cooperation Agreement, Memorandum of Understanding, Advisory Board Membership Agreement and Evaluation Committee Membership Agreement.
- One folder for each **Work Package**.
 - Each WP Leader has the responsibility to structure the related folder according to the specific needs of the WP.

1.5.1 Versioning of files and documents

In all instances, all new files in the repository should be notified promptly and no change or versioning should take place without previous or short notice.

Versioning of files will be used, with interested parties initially responsible for documents, via email or any other agreed method. All documents, documentation, proposals must be shared via the repository with all partners for discussion with a clear deadline before entering into force and being deposited in the repository for future reference. Documents should be drafted initially by one or more people and then shared to the general mailing list with a link to their repository location. This discussion of documents at the level of Work Packages should be via a two-tiered approach. The first discussion and versioning should be internal to the WP and the second one extended to the all the partners, both of them with a clear deadline.

1.6 REPORTING OF DISSEMINATION AND NETWORKING ACTIVITIES

A web form has been implemented where every partner can send news, information, links about his/her dissemination/networking activities related to PREFORMA. Every partner can use this form, or alternatively send an email, to keep the dissemination team informed of all the ongoing activities (participation to events, presentations of the project at local, regional, national and international events, publication of news, posts, links on websites, blogs or other web resources, etc.).

A reporting form template has also been prepared by the dissemination team in order to keep track of all formal or informal dissemination undertaken by each PREFORMA partner, and to share with the rest of the consortium.

The Event Reports will be collected and stored in the reserved area of the project's website.


	PREFORMA - Future Memory Standards PREservation FORMAts for culture information/e-archives EC Grant agreement no: 619568
PREFORMA EVENTS REPORTING FORM	
GENERAL INFORMATION	
Event title	
Date	
Venue	
Organiser	
Website	
Target audience	
Other projects attending	
PREFORMA PRESENCE AND DISSEMINATION	
Objectives of PREFORMA participation	
Impact achieved	
Nature of PREFORMA's contribution to the event	<ul style="list-style-type: none"> <input type="radio"/> Presentation <input type="radio"/> Poster Session <input type="radio"/> Workshop <input type="radio"/> Dissemination material <input type="radio"/> Networking <input type="radio"/> Other
PREFORMA promotional materials distributed at the event	
1	2

Figure 3: Event reporting form

1.7 WEBSITE AND CONTACTS

For the website use, description and structure, please refer to Deliverable D4.1 Public Website.

All PREFORMA partners and affiliate members participate in the development of the website. The WP4 leader is especially responsible for the maintenance and for the editorial work.

The best way to contact the PREFORMA team is by sending an email to info@preforma-project.eu.

Messages can be sent to the attention of the Project Coordinator Borje Justrell (Riksarkivet, borje.justrell@riksarkivet.se), of the Technical Coordinator Antonella Fresa (Promoter Srl, fresa@promoter.it) and of the Communication Coordinator Claudio Prandoni (Promoter Srl, prandoni@promoter.it).

2 NETWORKING ACTIVITIES AND ENLARGEMENT OF THE NETWORK

This part of the deliverable is dedicated to the overall orchestration of the networking procedures and infrastructure, fostering the enlargement of the PREFORMA network. It will support putting in place the network of relationships and collaborations across national, institutional and sector boundaries, so that expertise, experience and knowledge can be applied to the identification of best practice and to the achievement of the project's objectives.

The project consortium has access to a wealth of expertise, embodied in the personnel of the partners, as well as their own portfolios of contacts and collaborators. The terms of reference and operating model will be identified as well as the outcomes of the discussions, which should be compliant to a pre-defined report format suitable for interpretation and integration in the wider project consortium. These results will be important inputs to the PREFORMA project deliverables. Emailing lists and dedicated areas in the project website or blog will be put established to facilitate the activities of the project.

Annual reports will be delivered to summarise the results of the networking activities. The aim is firstly to harmonize strategies and practices of the network of common interest, and secondly to guide the members of the PREFORMA community (both the project partners and the external users who want to join the PREFORMA community) on how to apply the agreed standards and practices.

The partners who already expressed their interest and intention to cooperate with the project will be the starting point for the enlargement of the network.

External cooperation will be formalised by means of a Cooperation Agreement, whose signature will grant access and participation to the PREFORMA Working Groups, to the PCP Evaluation Committee and to the Advisory Board.

2.1 GENERAL METHODOLOGY

This task will be carried out via all means of communication, as preferred by the people involved, including, mail, e-mail and telephone communication with relevant parties interested.

The PREFORMA consortium will be kept informed at key stages via the preforma@promoter.it general mailing list.

It is suggested that, in order to maintain a proper balance in the partnership, all partners should suggest as many contacts as possible. This is also in order to achieve the success indicators.

2.2 SUCCESS INDICATORS

Performance monitoring is carried out on the basis of success indicators and performance measurement throughout and after the funding phase. The results of performance measurement and evaluation (indicators and their values) will be part of the progress reporting to the European Commission.

The following table, extracted from the DoW, provides a summarised view of the quantitative indicators adopted for the dissemination and networking activities, and a quantification of targets, against which the results can be measured over consecutive periods of 1 year.

No	WP	Indicator	Method of measurement / Resp.	Expected Progress			
				Year 1	Year 2	Year 3	Year 4
4	WP3	Network of common interest established	Cooperation Agreements signed / PROMOTER	2 members	5 members	10 members	20 members
5	WP3	National working groups	Working groups established in the partners home countries	Preparatory meetings	Invitation to the Open Source Workshop	Invitation to the Experience workshop	Invitation to the final conference
6	WP3	Open Source Workshop	Workshop held / HS	-	20 participants	-	-
7	WP3	Experience Workshop	Workshop held / SPK	-	-	30 participants	-
8	WP4	Visibility of the PREFORMA website	Google Analytics / PROMOTER	100 visitors	500 visitors	1,000 visitors	2,000 visitors
9	WP4	Final conference	Participants to the conference / RA	-	-	-	150

2.3 ENLARGEMENT OF THE NETWORK

2.3.1 Analysis of existing stakeholders and possible partners

The network of common interest of PREFORMA will be set up with representatives from memory institutions, researchers and developers who are interested in contributing to the definition of the requirements and taking part in the assessment and the exploitation of the results produced by the suppliers.

This network will be the base for a sustainable network of common interest existing beyond the EU funded period and aims to encourage future use and development of PREFORMA tools and services, possibly via new future joint procurements.

The PREFORMA network will be enlarged mainly in three different directions: **new memory institutions, the research community, and the open source communities.**

The following table summarises the main stakeholders that the project aims to target, including some suggestions on how to get them involved.

Stakeholder group	Description	Involvement in PREFORMA
Memory institutions (museums, libraries, archives, etc.) and cultural heritage organisations coordinating or representing memory institutions (e.g., NEMO, EMF, ICOM, EBLIDA, FIATIFTA, CENL).	This target group involves institutions and organisations that are involved in (or planning) digital culture initiatives and that are interested in using the tools developed by PREFORMA.	PREFORMA will create a user's workspace in the form of a blog, which will include the terms of reference on joining the PREFORMA community; the outcomes of the analysis of the usage case of each memory institution; a beginners guide for using the deployed tools; detailed user documentation; training materials; a help desk / FAQ forum and a section with links to enterprises providing additional services based on the tools. By providing this information free and without charge from the beginning, PREFORMA facilitates the formation of an open user community that should enable the tools to be further developed after PREFORMA ends.
Developers contributing code for the PREFORMA Open Source projects as well as developers implementing the reference implementations in production software.	This target group involves enterprises developing tools for PREFORMA and/or providing services for the use of these tools by memory institutions. This group also involves enterprises providing desktop applications for text, image, sound and video editing, with an interest in improving the sustainability of the files produced.	PREFORMA will create a developer's workspace based on GitHub or analogous tools, including a 'get involved' section describing the terms under which developers can contribute to the project, an archive with all project documentation, a development timeline, a developer forum, code repository and bug tracking tool. These communication channels will enhance the visibility of the developer community around the PREFORMA tools and invite new developers to use and contribute to the source code. By providing free access to all the technical documents and a single access point where developers take note of the project objectives and terms of contributing to the code, PREFORMA creates low commitment opportunities for external developers and service providers to participate in the development of the core components and modules.
Research organisations providing technical expertise and advice to cultural stakeholders.	This target group involves academic research groups and research organisations working on standardisation of file types and procedures	PREFORMA will inform research institutions about the project through academic journals that report on the proceedings of the PREFORMA project. PREFORMA will also participate in specific conferences on the intersection of academic research and developers of Open Source Software. By using these communication channels, PREFORMA will generate more interest among academic

	to assess digital files.	researchers involved in the open-source community, which may result in gaining new expertise to solve issues in the development process.
Standardisation bodies maintaining the technical specifications of the preservation formats used within PREFORMA.	This target group involves standard organisations and communities willing to use the feedback on reference implementations of preservation formats, collected by the PREFORMA project.	PREFORMA will set up a workflow that includes feedback from the memory institutions that are using the tools developed in the project to the standardization bodies, to improve the standardization process of the preservation formats handled in the project. Through careful and successful implementation of the coordination action, the standardisation aspects related to the PREFORMA project will be carried out in conjunction with standardisation bodies (e.g. ISO) and preservation initiatives (e.g. PRESTO Centre). The natural liaison between standardisation processes and safe preservation plans will be enhanced, contributing to a wider knowledge of the standards issues among the cultural institutions and to a harmonious evolution of the standards themselves.
Funding agencies , such as Ministries of Culture and national/regional administrations.	This target group involves agencies that own and manage digitisation programmes and may endorse the use of the PREFORMA tools in the digitisation process.	PREFORMA will provide the relevant documentation and specification via the public project website, describing the objectives of the PREFORMA tools and including all references to the documentation produced. PREFORMA will also communicate with funding organisations by participating in national and regional events related to digital preservation and by disseminating promotional materials. By using these communication channels, PREFORMA will promulgate the achievements of the PREFORMA project among policy makers.
Best practice networks endorsing the use of open standards in creating and managing digital content.	This target group involves standardisation bodies and organisations endorsing best practices in preservation among memory institutions.	PREFORMA will actively communicate the progress and achievements of the project via the communication channels provided by these networks, such as mailing lists, newsletters, web announcements, professional social networks, etc. By using these existing communication channels, PREFORMA will gain recognition among the existing preservation networks in the cultural heritage world.
Other projects in the digital culture, e-Infrastructures and policy arenas.	This target group involves projects that consider the use of PCP.	PREFORMA will publish the results of the PREFORMA project on its project website and in relevant journals and newsletters. The results will also be discussed at length at the final international conference. Memorandum of Understandings will be formalised to establish cooperation in specific areas for projects/initiatives whose interests align with those of PREFORMA.

2.3.2 Methodologies for enlargement of the network and autonomous joining

The network will start with the organisations who expressed their interest in the project at the time of the preparation of the proposal.

Several methodologies will be used to contact interested stakeholders which can be part of other existing networks and partnerships known to each member of the PREFORMA consortium.

The process followed by the project in community building and establishment of the network of common interest must be documented and made available for replication elsewhere. It will include:

- Direct contacts and mailing lists;
- Regularly updated online information and documentation;
- Training materials created and training events delivered to non-consortium member states;
- Handbooks, recommendations and best practice guides, crystallising the results of the project and making them accessible and relevant to the widest possible audience;
- Conferences, workshops, seminars, webinars and related proceedings or podcasts when available;
- Meetings with representatives of the cultural heritage, ICT research, software developers, e-Infrastructures communities in member states beyond the consortium and presentation of the PREFORMA initiative.

Mail and direct contact

External Stakeholders can be contacted via e-mail, telephone, or direct dialogue, where they are already known to a partner of the consortium.

News and calls for participation to the PREFORMA call for tender will be distributed to major mailing lists in the fields of scientific interest for the PREFORMA. The task coordinator will prepare specific calls for participation and discuss them with the partners before sending them to the mailing lists either directly or via the partners already part of those mailing list, as appropriate. These calls will be regularly circulated via all above stated channels.

The initial list of mailing lists that have been identified as relevant for PREFORMA is provided below:

- Europeana Communicators
- ASIS - asis-l@asis.org
- DBWorld - dbworld@cs.wisc.edu
- SIGIR - IRList@lists.shef.ac.uk
- DIGITALPRESERVATION - DIGITAL-PRESERVATION@JISCMail.AC.UK
- SEworld - seworld@sigsoft.org

Dedicated page on the website

Methods of communication will include a public website, where stakeholders can access information of interest to them, and which can be used by the project partners.

The project website will publish all project knowledge assets. It will announce the events organised by the project, as well as other events that are relevant, and will be updated immediately after every dissemination and/or concertation event, so that the website is a very up-to-date reflection of the project at all times. This includes prompt publication of project intermediate results, discussion papers, presentations, and seminars and workshop minutes.

In particular, a dedicated web page has been prepared with all the necessary information for external stakeholder to join the PREFORMA community. Further documentation and short descriptions of the project have also been prepared for the use of all the partners and templates have been made available in the project repository.

This page is already online on the PREFORMA website and it will be kept updated throughout the duration of the project. Information on this page will be spread via links and email together and independently from the above calls for participation.

Digital Meets Culture

Digitalmeetsculture.net is an interactive online platform for cooperation and information in the field of digital technologies applied to cultural heritage and the arts. The popularity of Digital Meets Culture is constantly increasing and it presently counts 15.000 visitors per month. Since the beginning of the Project, PREFORMA has been showcased on Digital meets Culture with a button permanently featured on the homepage and in the “digital heritage” section of the portal, providing easy access to the PREFORMA blog, which contains general information about the project, the latest news and events, useful material and several highlighted articles.

The blog, which can be visited at <http://www.digitalmeetsculture.net/projects/preforma>, is a constantly living page, that combines information from within the project with the discussion on the hot topics related to PREFORMA occurring outside the project. This combination of inside and outside information offers a creative dimension to the communication of PREFORMA, contributing to the coordination objectives of the project.

In this light, the PREFORMA blog on digitalmeetsculture.net is complementary to the project website. It represents a very useful instrument to widen the project communication to include a larger audience of both professionals and the general public.

Newsletters

Periodic editions of the PREFORMA newsletter, in conjunction with Digital meets Culture, will be released.

The database of email addresses to be reached by the newsletter is formed by the lists of contacts from the PREFORMA partners, the PREFORMA community, the selected external mailing lists, the whole group of digitalmeetsculture.net registered users plus a target selection of email addresses, belonging to specific people working in the sector of digital cultural heritage all over the world.

Open Source Projects and Portal

The PREFORMA project chose to follow an open approach, with the aim of establishing a sustainable research & development community which comprise a diversity of different types of contributors and users from different stakeholder groups. To promote sustainability beyond the time frame for the PREFORMA project, all software development in PREFORMA will be conducted as Open Source projects and be openly available on open platforms from the start of each project. The GitHub platform (or an equivalent software platform for open source projects) will be used for all development and deployment activities during and beyond the time frame for the PREFORMA project. Each Open Source project addresses one type of file format. Each Open Source project will develop and provide synthetic test files (both 'correct' and 'incorrect' files) that will be provided on the open platform for each Open Source project in order to aid testing of developed software. These test files will be licensed under the Creative Commons license. Development in each Open Source project will also be deployed on an Open Source portal. For each Open Source project, all associated digital artefacts (e.g. instructions, manuals, documentations, test cases, etc.) developed during the project will be provided under the Creative Commons (CC) license Attribution 4.0 International (CC BY 4.0) in order to allow for maximum flexibility during development and use of relevant examples and test cases when demonstrating effectiveness of developed software in a variety of different usage contexts, both during and also after the end of the PREFORMA project. In order to promote long-term sustainability and minimise risks for memory institutions, all software developed during PREFORMA will be provided under the two specific Open Source software licenses, "GPLv3 or later" and "MPLv2 or later". Since ecosystems will be established around each Open Source Software component, the developments in the projects are also more broadly applicable, even outside the archiving domain. Thereby, by promoting participation from a broader contributor base, this is beneficial for strengthening sustainable Open Source ecosystems in the archiving domain.

By employing an open source approach, a catalyst is created for an iterative process encompassing high-quality research and development, use, and deployment of copyleft licensed¹ Open Source components for ensuring file format compliance with standards. An important aspect of the iterative process involves active participation in standardisation activities related to the specific file format in order to provide feedback from development and use of each component with the overarching goal of contributing to the further evolution and improvement of the specification of the file format. The open source nature ensures long-term availability of the software, independent of the memory institutions and suppliers involved in PREFORMA.

The Open Source Portal, which will be available by the end of 2014, will host all the software developed during PREFORMA project.

Events organised by the project

The members of the network of common interest will be invited to the workshops and conferences organised by the project and the proceedings will be made accessible online on the PREFORMA website. Specifically PREFORMA will organise:

¹ Specifically, all developed software will be provided under the two specific Open Source software licenses, "GPLv3 or later" and "MPLv2 or later".

- A workshop for Open Source companies will take place in Sweden at around month 24, in connection with the first Prototype Demonstration. The workshop will target Open Source Companies and Memory Institutions.
- An Experience Workshop will take place in Berlin, at around month 36, in connection with the second Prototype Demonstration. The PREFORMA partners will share their experiences of working with suppliers under R&D services agreements (PCP) with memory institutions.
- An international conference at the end of the project to present the final results. The conference will be held in Sweden and will aim to illustrate and promote the results of the pre-commercial tender. The conference will provide an opportunity for as many members as possible of the network of common interest to come together and discuss the topic of digital preservation. It is also anticipated that EC representatives and experts in digital preservation, from both partner and non-partner countries, will participate in the conference.

The following table summarises the main events are scheduled during the PREFORMA project.

Event	Target Audiences	Location	Timing/Date
Requirements Workshop	Memory institutions which are partners of PREFORMA	Brussels	5 March 2014
Information Day	Everyone who is interested in participating as a supplier to the PREFORMA call for tender	Brussels	4 April 2014
Open Source Workshop	Open Source companies	Stockholm	December 2015
Experience Workshop	Memory institutions	Berlin	December 2016
Final conference	Memory institutions and cultural heritage organisations coordinating or representing memory institutions, that are involved in (or planning) digital culture initiatives Developers Research organisations Standardisation bodies Funding agencies, such as Ministries of Culture and national/regional administrations, that own and manage digitisation programs Best practice networks endorsing the use of open standards in creating and managing digital content Other projects in the digital culture, e-Infrastructures and policy arenas	Stockholm	December 2017

Media and scientific journals

Progress and results will be reported in proceedings and professional journals.

The peer-reviewed journals, which the PREFORMA consortium will target during the project lifetime include:

- International Journal of Digital Curation;
- Ariadne, web magazine for information professionals in archives, libraries and museums;
- First Monday;
- International Journal on Digital Libraries;
- Journal of digital information;
- SCRIPT-ed;
- World Digital Libraries;
- Digitalia.

Moreover, short articles will be published in projects newsletters, e-bulletins (Apogeeonline, iMAL, iSGTW, Key4Biz, HPC in the cloud and NUANCE), blogs and portals managed by the European Commission (i.e. Research & Innovation) and at national level in partners' countries.

Presentation and dissemination of PREFORMA at third party events

In close cooperation with all WPs, PREFORMA will contact the organisers of international, European and national events and workshops organised by other institutions and projects. Project presentations will be customised in order to illustrate objectives, activities and outputs of the project contextualised for the specific event.

A presentation template, prepared by the dissemination team, is available for download in the Project repository. This model shall be used by the PREFORMA partners to make a presentation of the project to external users.



Figure 2: Presentation template

A set of promotional materials will be also produced to be delivered at third party events participated by the PREFORMA partners in order to raise awareness about the project and to inform the stakeholders and the target audience of the main results. All the material will be made available online and some of it will also be available in hard copy.

2.3.3 Affiliation procedures

Long List of stakeholders and Community Mailing List

A Long List of stakeholders has been prepared. The following information is collected on the users and stakeholders who ask to join the PREFORMA Community: first name, last name, email and affiliation.

Furthermore, a specific mailing list has been created to bring together all the external partners who are subscribed to the PREFORMA Long List to keep them informed about the progress of the project to get them involved in the activities of the project: associate-preforma@promoter.it

All those who express an interest in joining the PREFORMA network of common interest will be subscribed to the PREFORMA community mailing list.

Through the mailing list, periodic updates will be released to inform the community about the latest news and achievements of the project and about the next appointments.

Types of Agreement

The following models have been prepared to formalise the cooperation with experts, institutions, organisations and other projects that are interested in joining the PREFORMA community and becoming involved in the activities of the network of common interest:

- A model Memorandum of Understanding will be formalised to establish cooperation in specific areas for projects/initiatives whose interests.
- A model of Cooperation Agreement to be used to formalize the cooperation with other institutions and organisations willing to contribute to the activities of the PREFORMA Working Groups or work packages tasks.
- Two models of Membership Agreements to formalize the cooperation with external experts that are invited to be members of the Advisory Board or of the PCP Evaluation Committee.

Here below is a short description of each agreement. The full models can be found in the Annexes.

Memorandum of Understanding between PREFORMA and other projects/initiatives

The document contains an introduction about the projects objectives. Through a list of articles, the document describes the scope of the agreement, the mutual responsibilities among the parties, the legal nature and the duration of the agreement. An Annex is attached highlighting the activities to be conducted jointly by the partner projects.

Cooperation Agreement between PREFORMA and other institutions/organisations

The document provides a short description of the project and its objectives; then the document highlights the agreement scope, rights and duties of the Associate Partner, starting date and

termination. A Technical Annex is attached to the agreement to define in more details the activities that will be carried out jointly by the parties. A note explains that travel and subsistence costs will be paid by the Associate Partner, unless otherwise specified in the Technical Annex. The person who signs is expected to do it on behalf of the organization he/she represents.

Cooperation Agreement between PREFORMA and individual experts who are invited to be member of the Advisory Board or of the Evaluation Committee

The document provides a short description of the PREFORMA project and its objectives and it describes the role and responsibilities of the corresponding Body (Advisory Board or Evaluation Committee). A note explains that the members of the Advisory Board and of the Evaluation Committee will not receive payment for their work, but can be reimbursed for the travel and subsistence costs when attending meetings they are invited to by the Project Coordinator. The person who signs does it on a personal basis.

Procedure for the establishment of an agreement

1. The stakeholder is contacted or reaches the PREFORMA consortium with one of the above mentioned methodologies.
2. The PREFORMA community mailing list is updated with the name and contact details of the stakeholder.
3. Informal discussion is carried on with the external stakeholder.
4. The Communication Coordinator is kept informed or is directly charged with writing the draft text of the agreement on the discussed points.
5. A draft text is agreed with the external stakeholder and is archived in the repository in a work in progress folder into the Agreements folder of WP3.
6. The agreed text of the contract and annex is sent to the PREFORMA partners for approval (silent consensus) with a deadline.
7. The approved contract is re-discussed and sent (back to step 4) or directly sent for signature first to the stakeholder. All versions are stored for reference only in the project repository.
8. The agreement is finalized with the signature of the PREFORMA Technical Coordinator.
9. The contract is archived in the Agreements folder of the WP3 folder in the project repository for future reference.

Final remarks

External stakeholders getting involved via website or calls for participation and previously unknown, will contact the Communication Coordinator via the email address info@preforma-network.org.

All partners initiating independent networking activities should keep the Communication Coordinator informed at all stages in the process with the above mentioned methodologies.

Affiliated partners, cooperating experts and linked partners will be then included in the standard methodologies and procedures established for the Working Groups and for the work of the WPs as stated in their agreement.

3 PREFORMA WORKING GROUPS

3.1 GENERAL RULES

3.1.1 Working Group definition

A working group consists of a team of experts who work together to address a particular PREFORMA issue. This issue may be a broad national one or a narrower, more technical one. **National working groups** are typically large groups of experts from a variety of disciplines, working in a common language, to provide a national perspective to PREFORMA-related issues. These national working groups are long-term, and frequently build upon existing partnerships and collaborations. **Thematic working groups** are 'virtual' groups of experts (most of whom are also active in their respective national working groups and possible additional experts can be recruited on the basis of the actual needs), who work together to address a specific technical issue. The issues addressed by thematic working groups are normally aligned with the technical work-packages of the PREFORMA project.

The requirement for a consistent approach is very important, because the inputs from several working groups need to be coordinated at the work-package level.

3.1.2 Establishing the Working Groups

The first step in the process of establishing a working group is the identification and common understanding of the issues to be addressed by the group and a preliminary agenda of desirables, in terms of: type of members, objectives, and expected results.

Even if some of the activities of the working groups are carried out initially (e.g. at national level), the definition of the **agenda** of the working groups is a task for all the PREFORMA partners, to be carried out together, so that each working group addresses similar topics and scope. Agenda setting at the project level (i.e. across the network) will underpin the integration of the outputs of the individual working groups.

The second step in the process of establishing the working groups is the appointment of **WG Referees**. It is expected that, initially, they can coincide with the partners' representatives in the project General Assembly or Project Management Board. Nevertheless, the formal appointment of the WG Referees is important as it emphasizes for the partners the role that the referees should play. Formal nomination of the WG Referees helps to differentiate their role from that of the Representative on the project General Assembly or Project Management Team, even if this is the same individual. Such a clear distinction in the roles helps to establish a scalable and long-term structure for the working group. Where specialist assistance is required by a referee, he/she may be supported by a pool of additional expertise. Access to such expertise will enable the referee to make well-informed decisions, even outside the professional specialisation of the referee him/herself.

The third step is the actual '**recruitment**' of the members of the working groups. The following must be taken into account:

- i. The organizations to be represented on the working group should be balanced in terms of **representation of the different areas** that the PREFORMA project addresses, namely the memory institutions, the research and the open source community. This diverse composition may potentially generate problems of understanding among the

different experts; this is a matter to be taken into consideration when choosing which organizations to invite to participate in the working group. It must also be considered when managing the ongoing work of the group and its meetings.

- ii. The **number of experts** to be invited should be carefully decided. The group should be large enough to be representative and to have all the necessary expertise, but not so large as to be difficult to manage. This may mean that it will be necessary to omit some experts and/or representatives of some organisations. As a result, it may be appropriate to a periodic revision of the composition of the group. Alternatively, **sub-groups** can branch from the working group and can recruit additional temporary members for the lifetime of the sub-group. Such additional resources would not be full WG members, but would collaborate within the scope of the sub-group.
- iii. The **level of the experts** to be involved is again a matter of balancing: they should have a technical background in order to allow a sound technical discussion in the groups, but not so deeply technically oriented that cooperation with non-technologists becomes difficult. They should have political/strategic responsibility in order to allow a sound estimation of the actual feasibility of proposed plans. However, their position should not be such that it jeopardises their actual participation in the activities of the group. The same considerations for the managerial position of the experts, their decision-making power, etc. must also be taken into account.

The nomination and recruitment of the experts is a task of the **WG Referees**. During this process, it is important to provide a clear explanation of the benefits that derive from participation in the working groups, as well as the duties and rights of working group members.

3.1.3 Running the working groups

Once the working groups are established, there are two main activities to be carried out:

1. The actual animation of the groups, through the organization of meetings, circulation of documents and information, gathering of comments, invitation to public events organised by the project and dissemination of third party events that are relevant to PREFORMA;
2. The maintenance of the group, by the publication of contacts on the PREFORMA website, the creation of ad-hoc mailing lists, the recruitment of new experts when necessary and/or the substitution of experts who are no longer able to participate.

Animation and maintenance of the working groups are tasks of the **WG Referees**.

Central to the success of the working group is the **sharing of information**. Tasks which address this include the following:

- a. Reporting; the activities carried out by the working groups should be reported to the PREFORMA Project Management Team (WP Leaders + Coordinators) by minutes of the meetings, and any other means that the WG Referee will put in place;
- b. Participation of the WG Referees to the project meetings, in order to contribute the results of the working groups to the deliberations of the project;
- c. Publication of presentations and proceedings of the working groups meetings on the PREFORMA website; it is the responsibility of the WG Referees to gather this information and send it to the dissemination team;

- d. Invitation of project representatives (WP Leaders, Project Coordinator, Technical Coordinator, Scientific Coordinator, Communication Coordinator) and/or experts from other working groups or from outside the consortium to the working groups meetings.

Finally, the working groups are a dynamic organization. The working groups will not only evolve in terms of their agenda and constitution, but also new working groups can be established, even in new countries. This will drive the enlargement of the PREFORMA network. This process is supported by PREFORMA Cooperation Agreements, discussed in more depth in Chapter 2.

Where a single topic is found to be taking up an excessive amount of WG time or where interest in such a topic is limited to a **sub-group** within the WG, temporary 'agile' groups can be established. Such sub-groups can then address the topic, and to report back to the rest of WG when the discussion is complete.

3.1.4 National working groups

As noted above, the national working groups are established by the WG Referees and consist primarily of experts recruited in their own countries. This, naturally, does not prevent the WG Referee from inviting experts from other countries to join the working group. However, in general the national working groups are carried out by people of the same country. This is expected to facilitate communication among the participants, by the use of the same language, by a shared cultural and legal background and by shared policies and perspectives.

It is the task of the WG Referees to aggregate the inputs received from their experts and to agree on the presentation of the results of their working groups as common informal reports to the PREFORMA Project Management Team (WP Leaders + Coordinators). During this aggregation process, the WP3 Leader will maintain a common rate of progress in the activities of the WG Referees, by stimulating the creation of national reports, providing models for the collection of data, proposing the structure of reports, etc.

3.1.5 Thematic working groups

Thematic working groups are established around topics that require an international dimension and degree of discussion.

This is the case for instance of the task forces that have been established since the beginning of the project to work on the definition of the standard formats and of the usage scenarios to be taken into consideration for the three media types covered by the project: texts, images and audio-visual files.

Another area where the working groups may operate at international level is the preparation of PREFORMA events, namely the Open Source Workshop, the Experience Workshop and the final Conference. In this case, experts from the working groups (possibly together with other experts invited ad hoc for the specific task) are invited to focused meetings or as keynote speakers.

When necessary, other thematic working groups may be set up throughout the duration of the project around specific topics that require a deeper analysis and discussion.

3.1.6 WG Referees

WG Referees act as the **convenors and the leaders** of each working group.

WG Referees are appointed by the PREFORMA partner with the task of coordination of the related working group. WG Referees report to the WP3 Leader and to the Project Management

Team on the outcome of the working group activity. It is advisable that the WG Referee regularly takes part in international meetings, both plenary and/or technical.

The WP leaders can contact both the WP3 Leader (for a global view of the WG activities) and the WG Referees (for individual views of a specific working group) for all the input required to fulfil the tasks of their respective WPs.

The WG Referee may be supported by collaborators, or appoint a spokesperson.

Below is a table with the WG Referees who have initially been appointed for each of the PREFORMA partners' countries and for each of the themes that have been identified.

National Working Groups		
Country	WG Referee	Partner
Sweden	Magnus Geber (WP3 Leader)	RA
Belgium	Erik Buelinckx	KIK-IRPA
Italy	Nicola Ferro	UNIPD
Germany	Stefan Rohde-Enslin	SPK
Netherlands	Johan Oomen	BEELD EN GELUID
Greece	Anna Kasimati	GFC
Ireland	Eva McEneaney	LGMA
Spain	Sònia Oliveras i Artau	AJGI
Estonia	Ülle Talihärm	EVKM
Thematic Working Groups		
Topic	WG Referee	Partner
Texts: standard formats and usage scenarios	Jonas Gamalielsson	HS
Images: standard formats and usage scenarios	Bert Lemmens	PACKED
AV files: standard formats and usage scenarios	Bert Lemmens	PACKED

3.1.7 Dissemination

A further role of the working groups is to disseminate the results of the PREFORMA project to the broader stakeholder communities in the respective member states and beyond. This dissemination activity is within the responsibility of the WG Referee; he/she may however nominate another individual where appropriate. Key dissemination audiences include the three main stakeholder communities, the memory institutions, the research community, and open source communities, and all the other users and stakeholders listed in Paragraph 2.3.1. The WG Referees will work closely with the WP4 (Dissemination) team.

3.2 SCOPE AND OBJECTIVES OF THE WORKING GROUPS

3.2.1 Objectives

The PREFORMA working groups are a key mechanism for achieving the following objectives:

- To ensure the establishment of a process of open dialogue between the memory institutions and the technology providers who are developing the software in order to guarantee the smooth development of the tools. The memory institutions will define the functional requirements of the tender based on the outcome of this open dialogue.
- To set up and nurture a network of common interest, involving users and developers outside the PREFORMA consortium, to contribute to the development of the PREFORMA tools. By the end of the project, the network will be transformed into a sustainable open user community around the applications provided by the PREFORMA project. The main task of this community will be to encourage both future use and development and to contribute to the standardisation process.

Each working group consists of members of different stakeholder communities working together:

- the community of developers interested in contributing to the code
- the community of enterprises interested in PREFORMA tools and developing services
- memory institutions willing to integrate the PREFORMA software in their infrastructure
- the open-source community including academic researchers and enterprises.

The Working Groups will **contribute to the PREFORMA project** by:

- providing knowledge, reports, information and any other **input** required by the PREFORMA technical work-packages
- offering a **bottom-up perspective** to the discussions carried out by the project partners
- helping to secure the **long term commitment** of all relevant stakeholders to the pursuit of the project aims
- stimulating the **enlargement** of the WG membership and consequently of the PREFORMA Network of Common Interest.

3.2.2 Methodology

The following are the key elements of the methodology of operation of the working groups:

- Where PREFORMA work packages require input from the working groups, the input requests will be provided in written form, with specific indications or criteria about the kind, scope and purpose of input needed.
- The working groups will provide the requested feedback in a timely manner.
- The feedback will be provided in written form. It may exceptionally be collected otherwise, as deemed appropriate by the WP leader and WG Referee.
- Subject to specific circumstances, it will be possible for working group members to provide feedback in their national language. In that case, it will be the responsibility of

the WG Referee (or other working group spokesperson) to deliver the information in English to the WP leader.

- The WP leader will aggregate all working group input. The consolidated input will be circulated to the working group. The working group have one week to request changes or adjustments.
- The final version of the consolidated input (deliverable or other document) will be placed on the project repository and thus remain available to each working group member.
- Working groups will be kept informed of the progress made by the project. They will be briefed on the outcome of each project meeting and invited to take part in project events whenever possible.

3.2.3 Working Group Membership

Each working group will be composed of representatives from memory institutions, researchers and developers who are interested in contributing to the definition of the requirements and taking part in the assessment and the exploitation of the results produced by the project.

The following are examples of the types of organisations which may be represented:

- **Memory institutions** and cultural heritage organisations coordinating or representing memory institutions, that are involved in (or planning) digital culture initiatives, to use the tools developed by PREFORMA.
- **Developers** contributing code for the PREFORMA Open Source projects (which are the foundation for the deployed tools) as well as developers implementing the reference implementations in production software.
- **Research organisations** providing technical and expert advice to cultural stakeholders.
- **Standardisation bodies** maintaining the technical specifications of the preservation formats addressed by PREFORMA.
- **Funding agencies**, such as Ministries of Culture and national/regional administrations, that own and manage digitisation programmes and may endorse the use of the PREFORMA tools in the digitisation process.

3.2.4 Working Group Roles and Responsibilities

PREFORMA national working groups will be initially established in the partners' home countries (Sweden, Belgium, Italy, Germany, Netherlands, Greece, Ireland, Spain, Estonia) by the memory institutions or research centres that are a partner of PREFORMA in these countries. This will help to keep the working group alive when the PREFORMA project is completed and therefore contribute to the sustainability of the PREFORMA Network of Common Interest beyond the EC funding period.

PREFORMA thematic working groups will be initially established around the three media types covered by the project (texts, images and audio-visual files) to agree on the standard formats and on the usage scenarios to be taken into consideration.

The key roles and responsibilities within the network of common interest are as follows:

- Each **project work package** will interact with the working groups via the WP leader. Such interactions include the requesting and reception of the working group input

needed to fulfil the project tasks. The identity of the WP leader was announced when the work package started and is reported in the Project Handbook (see Paragraph 1.1).

- Each **working group** will have a **WG Referee** who is responsible for collecting the working group input needed by the project WPs and for informing working group members how their input was used. Where appropriate, the WG Referee may be assisted or substituted by a nominated individual. This should be announced by the start of the corresponding working group activity. The initial list of WG Referees is reported in Paragraph 3.1.5.
- The Network of Common Interest will hold **plenary meetings**, attended by the WG Referees. Depending on the topics of the meeting, experts from the working groups may also be invited to take part.
- The WG Referee will report to the working group regarding the outcome of plenary meetings.
- Key actions and tasks contributing to the PREFORMA project may potentially be delivered by pre-existing working groups (e.g. those established by earlier projects). The composition of such pre-existing working groups may be rearranged or extended accordingly, if needed.
- **Best practice recommendation:** Individual members of the working groups might be made responsible for giving input with specific reference to one project WP or task. This allows the WG Referee to collect input more quickly when required. Such a specific responsibility does not prevent a working group member from taking part in the overall discussion and making his/her contribution on any issues related to other WPs.

3.2.5 Working Group Activities and how they relate to the other project activities

The goal of the working groups is to feed the discussion and to enrich the results of the relevant project WPs.

Typically, working group will:

- explore and discuss the topics of the PREFORMA project in more depth than is feasible within the formal work package structure
- inform and enrich the work package work with the results of the WG discussions
- explore, analyse, discuss and share expertise on the topics of interest
- identify and discuss related and relevant topics that can be fed back into the work-package
- discuss specific activities and results carried out in the framework of the project
- suggest new ideas that can improve the outcomes of the project
- participate in surveys and testing activities
- contribute to edit reports, studies, and publications on specific topics
- illustrate relevant best practices in the topics analysed
- participate in training activities

- contribute to disseminate the results of the activities in workshops, seminars, conferences and other events at national and European level
- promote the project outcomes beyond the working group
- feed WG results into formal work-packages, to enrich and enhance their work and their eventual outputs.

More specifically, the following table summarises the contribution that is expected from the Working Groups for each Work Package.

Work Package	Expected contribution
WP2 Requirements & Assessment	<p>To contribute to the definition of the functional requirements of the tools (“Abstract Conformance Checker”, “Scorer”, “Reporter”, and “Abstract Fixes Suggester/Correcter”) to be implemented in the participating memory institutions.</p> <p>To contribute to the definition of the overall technical specifications and performance criteria for the tools mentioned above, based on the functional requirements of the memory institutions.</p>
WP3 Sustainable network and use	<p>To encourage future use and development of the PREFORMA tools.</p> <p>To contribute to the standardisation process.</p> <p>To contribute to the organization of the Open Source Workshop and of the Experience Workshop.</p>
WP4 Dissemination and Communication	<p>To help make the information gathered by the project available to the widest possible audience.</p> <p>To join the suppliers' community that will be set up around the software developed during the project.</p> <p>To contribute to the organization of the Final Conference.</p>
WP5 Co-Design	<p>To contribute to monitoring the design and re-design phase of the PREFORMA software design process according to the agreed requirements.</p> <p>To support the suppliers in meeting the objectives of the PREFORMA project in general, and the scenarios in particular.</p>
WP6 Prototyping	<p>To contribute to monitoring the prototyping phase of the PREFORMA software development process with a view to provide formative feedback on provided functionality, use of best practices from open source development, and an established process for feedback to standardisation organisations.</p> <p>To support the suppliers in meeting the objectives of the PREFORMA project in general, and the scenarios in particular.</p>
WP7 Validation and	<p>To contribute to the testing of the prototypes by providing additional data sets.</p>

testing	
WP8 Competitive Evaluation and Monitoring of the RTD work	<p>To contribute to the definition of the criteria to be used to evaluate the tenders and to compare the results of the suppliers at the end of the design phase.</p> <p>To contribute to the final assessment of the tender, including the lessons learnt during the procurement process, the results achieved by the suppliers and the gaps to be covered by future actions.</p>

3.2.6 Benefits for the Working Group members

The members of the PREFORMA working groups will automatically become members of the PREFORMA Network of Common Interest. By the end of the project, this network will be transformed into a sustainable open user community surrounding the applications provided by the PREFORMA project, with the aim of encouraging both future use and developments and contributing to the standardisation process.

In addition, the working group members will have the right to:

- be invited to conferences, workshops and project meetings organised by PREFORMA²
- have access to the PREFORMA deliverables, technical reports and other materials produced by the project in the frame of the scope of the PREFORMA initiative³.

3.3 MODE OF OPERATION OF THE PREFORMA WORKING GROUPS

3.3.1 Working Group Management

Organisational and Administrative Needs

The WG Referees will ensure that any organisational or administrative aspect of their working group activity are carried out effectively, in order to facilitate the smooth running of the working group activities. Examples of such administrative aspects may include meeting arrangements, document preparation and distribution, records of meeting minutes, administrative paperwork, etc.

Communication

- Day to day communications will rely on mailing lists and the project website <http://www.preforma-project.eu>.
- All information of general interest is circulated to all working group members. National mailing lists may also be used for this purpose. International mailing lists have already been set up; preforma@promoter.it, including all project partners, and [associate-](#)

² Travel and subsistence costs will be sustained autonomously by the Associate Partner, unless otherwise specified in the agreement.

³ Access to the project internal repository is restricted by default to the partners of the PREFORMA consortium.

preforma@promoter.it for the whole PREFORMA network of common interest. If it is considered useful, specific mailing lists can be activated by the individual working groups.

- Each working group member is asked for permission to be included in the mailing list.
- When a document relevant for the working group activity is uploaded to the project repository, a message will be posted to the group. The same happens for news of possible general interest.
- If no feedback is provided within one week (five working days), a document is considered approved by the working group and is uploaded to the project repository.
- The final form of any deliverable or other document in which the contribution of the working group members is incorporated will be circulated to the group.
- Specific information of non-general interest (e.g. meeting attendance, administrative issues, individual questions) should not be posted to the list, but directly sent to the WG Referee.
- All events organised by the working group members in which PREFORMA will be presented or otherwise involved should be communicated to the whole group ten days in advance, so that they may consider taking part.
- In general, all personal or collective communication among the Working Group members is strongly encouraged, as are further initiatives such as workshops, seminars, thematic meetings, visits etc.

Terms

- The membership on the working groups and their activities will last throughout the lifetime of the project.
- However, the scope of the working groups is to create an **Ongoing Forum for Coordination** which will grow and remain active well beyond the lifetime of the PREFORMA project. Coordination and collaboration is fostered by PREFORMA in order to create a momentum that will persist beyond the project.
- From this perspective, the PREFORMA project is the initiator of the working group and its first commitment, but not its sole scope.
- The working group can also evolve into a virtual research community.
- If it is necessary for a working group member to resign, he/she will be asked to nominate a substitute.
- Substitutes can be accepted to meetings as required.

Meetings

- Working group members will meet as often as required to ensure that their activities correspond to the project workplan and that deadlines are met. Working group meetings are to be scheduled at least two weeks in advance.
- Each meeting will have a chairperson, responsible for the management of the meeting, and a secretary, responsible for drafting the minutes. These two roles may be merged

whenever needed. The chair of the meeting may be the WG Referee; alternatively, a specific meeting chair may be appointed.

- The minutes shall be issued within two weeks from the meeting or at another date agreed by the WG. They should be in any case circulated before the next working group meeting. Minutes will also be uploaded to the project repository.
- Meeting minutes will be circulated to the working group members, who will have one week to suggest integrations or amendments. After this term, the minutes will be circulated in their final version and uploaded to the project repository.
- An abstract of the minutes in English may be provided for the convenience of the international partnership of the project.
- All minutes and reports of the Working Group's activities will remain available on the project repository.
- Work may be carried on and organised by email.
- Specific input may be requested by telephone, skype or other media whenever needed.
- Travel expenses incurred for attending the working group meetings can be reimbursed by the project, provided that the meeting is directly related to achieving the objectives of the project.

Documentation

- All documentation for working group meetings, including agendas, minutes, presentations, reports and all other project documents will be sent to all working group members in a timely manner.
- The documents produced by the working groups, as well as those useful for their activity, will be uploaded and remain available on the project repository.

4 CONCLUSIONS


This deliverable presented the tools and methodologies for the networking activities and for the enlargement of the PREFORMA network of common interest.

Furthermore, the terms of reference for the establishment, maintenance and animation of the Working Groups have been outlined.

It has to be noted that the methodologies and the terms of reference described in the present document may be updated along the project's lifetime to take into account new requirements and to reflect the progress of the work.

In particular, the definition of the Working Groups has just started and an Annex is being prepared to present the members of the Working Groups and an inventory of activities and services that are relevant for the research in the digital cultural heritage sector. This Annex will be published in the Community section of the project website.

ANNEX 1: MODEL OF MEMORANDUM OF UNDERSTANDING

 PREFORMA	Memorandum of Understanding	PROJECT LOGO
	between	
	PREFORMA and XXXXXX	

A Memorandum of Understanding is hereby concluded between:

PREFORMA Consortium, represented by the Technical Coordinator Antonella Fresa from Promoter Srl
and
XXXXXX Consortium represented by **XXXXXX**
hereinafter collectively referred to as “The Parties”.

Provided that

- **PREFORMA** (www.preforma-project.eu) is a Pre-Commercial Procurement project co-funded by the European Commission within the framework of the FP7 ICT Programme (Grant Agreement 612789) with the aim of addressing the challenge of implementing good quality standardised file formats in order to preserve data content in the long term and to give memory institutions full control of the process of the conformity tests of files to be ingested into archives;
- **XXXXXX** is ...;
- The Parties receive funding support from the European Commission and recognise the complementarities amongst objectives and activities of their respective projects.

Having assessed the potential benefits of a coordinated collaboration approach, The Parties have agreed to co-operate under the conditions established in the following articles.

Article 1. Subject Matter

The purpose of this MoU is to facilitate the collaboration between The Parties in order to improve the overall results and expected impacts of such actions.

Activities which will be undertaken in common by The Parties are listed in Annex 1 to this MoU.

The Parties may from time to time wish to add other activities to the MoU. In such case, the new activities to be added will be agreed in writing by the respective Contact Persons and be defined by an amendment of this MoU, simply adding a new Annex 1.

Article 2. Communication

The Parties will appoint at least one Contact Person to act as the technical channel of communication as is necessary for the promotion of effective cooperation between them. The Contact Persons will maintain regular contact to discuss any matter related to the cooperation described in this MoU or to be integrated in it.

Article 3. Contributions

Each Party shall bear its own costs resulting from their participation in these collaboration activities, unless other agreement is reached for a particular task, taking into account the Financial Regulations governing the EU Projects.

Each Party will maintain the full responsibility for its own activities, including the fulfillment of its obligations under its contract with the European Commission and provides no warranty, express or implied, in respect of its contribution to any activity agreed by The Parties under this MoU, including but not limited to those of fitness for a particular purpose and the infringement of third-party proprietary rights.

Article 4. Confidentiality

The Parties agree not to disclose privacy protected information of any of the concerned projects to any third party, unless expressly agreed by the concerned Parties in written.

Article 5. Legal Nature

The Parties expressly affirm that this Cooperation Agreement is not a legally binding contract, but it is intended to confirm the basic settings agreed upon and the Goodwill of the Parties to materialise a fruitful collaboration.

Article 6. Duration

This MoU enters into force from the date of its signature. It will terminate when either of The Parties' projects is ended or when a Party gives notice of termination to the other, in which case a minimum notice of two months will be given in writing.

In the case that The Parties will continue their activities beyond the completion of the Grant Agreements with the European Commission, this MoU can be renewed on the basis of a mutual decision.

Signatures**For PREFORMA**

SIGNED BY: Antonella Fresa

AFFILIATION: Promoter Srl, Via Boccioni, 2 - 56037 Peccioli (Pisa), Italy

TITLE: PREFORMA Technical Coordinator

Signature

Date:

For XXXXXX

SIGNED BY: XXXXXX

AFFILIATION: XXXXXX

TITLE: XXXXXX

Signature

Date:

**PREFORMA****Annex1 – Memorandum of Understanding**

between

PROJECT LOGO

PREFORMA and **XXXXXX****Coordinated Activities (DRAFT – TO BE CUSTOMISED)**

- Promotion and presentation of the results of the concerned projects in the respective websites, events and publications
- Organization of joint events, such as workshops (general/specifics topics), networking sessions, webinars, training courses, etc.
- Organization of joint participation (with joint presentations and/or demonstrations) at specialised events and conferences organized by other institutions and projects
- Implementation of “clustering” activities, generation of internal workshops and symposia sessions for stimulating dissemination and collaboration among concerned projects’ participants

- Publications of articles on the work and results of the concerned projects in scientific journals and in sector specific online publications, such as Digital Meets Culture (www.digitalmeetsculture.net)
- Posting joint news on third party websites, newsletters and social media channels
- Circulation of joint announcements/results via relevant mailing lists
- Pursuing the formulation of suggestions/recommendations/advice to relevant standardization bodies and special interest workgroups

Contact Persons

PREFORMA Contact Persons for the execution of this MoU will be:

- Claudio Prandoni – Promoter Srl – Via Boccioni, 2 - 56037 Peccioli (Pisa), Italy – +39.0587.466881 – prandoni@promoter.it

XXXXXX Contact Persons for the execution of this MoU will be:

- **FirstName LastName – Affiliation – Adress – Phone – email**
- **FirstName LastName – Affiliation – Adress – Phone – email**

ANNEX 2: MODEL OF COOPERATION AGREEMENT

PREFORMA: PREservation FORMAts for culture information/e-archives

Cooperation Agreement

PREFORMA Consortium, represented by the Technical Coordinator Antonella Fresa from Promoter Srl
and

XXXXXX represented by **XXXXXX** (“the Associate Partner”)

hereinafter collectively referred to as “The Parties”.

Provided that

- **PREFORMA** (www.preforma-project.eu) is a Pre-Commercial Procurement project co-funded by the European Commission within the framework of the FP7 ICT Programme (Grant Agreement 612789) with the aim to address the challenge of implementing good quality standardised file formats for preserving data content in the long term and to give memory institutions full control of the process of the conformity tests of files to be ingested into archives;
- **PREFORMA** aims to ensure the establishment of a process of Open Dialogue between memory institutions and technology providers;
- **PREFORMA** aims to set up a network of common interest which involves representatives from memory institutions, researchers and developers who are interested to contribute to the definition of the requirements and to take part in the assessment and the exploitation of the results produced by the suppliers;
- **PREFORMA** is very much interested in engaging with:
 - Memory institutions and cultural heritage organisations coordinating or representing them, that are involved in (or planning) digital culture initiatives.
 - Developers contributing code for the PREFORMA tools as well as developers implementing the reference implementations in production software.

- Research organisations providing technical and expertise advice to cultural stakeholders.
 - Standardisation bodies maintaining the technical specifications of the preservation formats covered in PREFORMA.
 - Funding agencies, such as Ministries of Culture and national/regional administrations, that own and manage digitisation programmes and may endorse the use of the PREFORMA tools in the digitisation process.
 - Best practice networks endorsing the use of open standards in creating and managing digital content.
 - Other projects in the digital culture, e-Infrastructures and policy arenas.
- **XXXXXX** is ...

**in the framework of the activities covered by the PREFORMA project, The Parties
have agreed to cooperate as it follows:**

Article 1 - Subject matter and scope

The purpose of this Cooperation Agreement is to enable the *Associate Partner* to participate in the PREFORMA project and to contribute to its activities in accordance with the conditions provided for in this agreement.

The *Associate Partner* shall perform its share of the work pursuant to this Cooperation Agreement in compliance with the project goals.

The *Associate Partner* shall cooperate with the Technical Coordinator and with the other members of the PREFORMA project on the topics defined in the Technical Annex, which is attached to this Cooperation Agreement and forms an integral part of it.

Article 2 – Rights and duties

The *Associate Partner* will have the right to:

- Be invited to conferences, workshops and project meetings organised by PREFORMA⁴;
- Have access to the PREFORMA deliverables, technical reports and other materials produced by the project in the frame of the scope of the PREFORMA initiative.

⁴ Travel and subsistence costs will be sustained autonomously by the Associate Partner, unless otherwise specified in the attached Technical Annex.

The *Associate Partner* will have the duty to:

- Report on the activities performed and on the initiatives undertaken;
- Raise awareness of PREFORMA and disseminate the project's results in the frame of the activities carried out by the *Associate Partner*.

Article 3 - Entry into force of the Cooperation Agreement

The Cooperation Agreement shall enter into force from the date of its signature.

Article 4 - Completion, expiry or termination of the Cooperation Agreement

The present Cooperation Agreement shall terminate on the date of completion or termination of the PREFORMA Grant Agreement with the European Commission.

In the case that the PREFORMA project will continue its activities beyond the completion of the Grant Agreement with the European Commission, this Cooperation Agreement can be renewed on the basis of a mutual decision of the parties.

Each party may terminate this agreement subject to two months' written notice.

Signatures

For PREFORMA

SIGNED BY: Antonella Fresa

AFFILIATION: Promoter Srl, Via Boccioni, 2 - 56037 Peccioli (Pisa), Italy

TITLE: PREFORMA Technical Coordinator

Signature

Date:

For XXXXXX

SIGNED BY: XXXXXX

AFFILIATION: XXXXXX

TITLE: XXXXXX

Signature

Date:

Technical Annex

The *Associate Partner* shall cooperate with the Technical Coordinator and with the other members of the PREFORMA project on the following activities (**DRAFT – TO BE CUSTOMISED**):

- participating in questionnaires, surveys, interviews and co-creation sessions
- reviewing and providing feedback on documents produced by the project
- testing and evaluating the tools developed in PREFORMA with real datasets in a real preservation environment/workflow
- participating to the PREFORMA open source communities by providing contributions to the Open Source projects for the PREFORMA tools and/or deploying the developed Open Source tools in their own organisational context (e.g. by extending existing tool chains or integration of Open Source tools in legacy systems)
- disseminating and endorsing the use of the tools developed in PREFORMA to the widest audience, also after the project period is concluded
- maintaining the technical specifications of the preservation formats covered in PREFORMA
- sharing experience and promote the use of open standards in creating and managing digital content.
- acting as a conduit for knowledge transfer from the project to policy makers, programme owners, cultural institutions, research organisations and private stakeholders.
- providing technical and expertise advice to cultural stakeholders.

ANNEX 3: MODEL OF ADVISORY BOARD MEMBERSHIP AGREEMENT

PREFORMA: PREservation FORMAts for culture information/e-archives

Advisory Board Membership Agreement

Provided that

- **PREFORMA** (www.preforma-project.eu) is a Pre-Commercial Procurement project co-funded by the European Commission within the framework of the FP7 ICT Programme (Grant Agreement 612789) with the aim of addressing the challenge of implementing good quality standardised file formats in order to preserve data content in the long term and to give memory institutions full control of the process of the conformity tests of files to be ingested into archives;
- **PREFORMA** will launch a call for tender for the development and deployment of an open source software licensed⁵ reference implementation for file format standards aimed for any memory institution (or other organisation with a preservation task) wishing to check conformance with a specific standard;
- **PREFORMA** aims to ensure the establishment of a process of open dialogue between memory institutions and technology providers;
- **PREFORMA** aims to set up a network of common interest which involves representatives from memory institutions, researchers and developers who are interested to contribute to the definition of the requirements and to take part in the assessment and the exploitation of the results produced by the suppliers.

My institution/organisation _____
(specify)

Address _____
(specify address, town and country)

⁵ Specifically, all developed software in PREFORMA will be licensed under the two specific Open Source software licenses: "GPLv3 or later" and "MPLv2 or later".

agrees to cooperate

in the activities of PREFORMA, and specifically:

- to be involved as a member of the PREFORMA Advisory Board⁶ with the following tasks:
 - To review and provide feedback on the documents produced by the project;
 - To supervise the tender preparation phase, sharing experience and providing technical, legal and expertise advice;
 - To ensure that the project keeps in line with the needs of memory institutions;
 - To suggest recommendations for the development of the exploitation strategy and possible new actions to continue the research carried out in PREFORMA.

with the following expert:

(specify name, surname, role and e-mail)

(Date) _____

(Signature) _____

For PREFORMA

Signed by: Antonella Fresa, PREFORMA Technical Coordinator, Promoter Srl

(Date) _____

(Signature) _____

⁶ The members of the Advisory Board will not receive payment for their work, but can be reimbursed for the travel and subsistence costs when attending meetings they are invited to by the Project Coordinator.

ANNEX 4: MODEL OF EVALUATION COMMITTEE MEMBERSHIP AGREEMENT

PREFORMA: PREservation FORMAts for culture information/e- archives

PCP Evaluation Committee Membership Agreement

Provided that

- **PREFORMA** (www.preforma-project.eu) is a Pre-Commercial Procurement project co-funded by the European Commission within the framework of the FP7 ICT Programme (Grant Agreement 612789) with the aim of addressing the challenge of implementing good quality standardised file formats in order to preserve data content in the long term and to give memory institutions full control of the process of the conformity tests of files to be ingested into archives;
- **PREFORMA** will launch a call for tender for the development and deployment of an open source software licensed⁷ reference implementation for file format standards aimed for any memory institution (or other organisation with a preservation task) wishing to check conformance with a specific standard;
- **PREFORMA** aims to ensure the establishment of a process of Open Dialogue between memory institutions and technology providers;
- **PREFORMA** aims to set up a network of common interest which involves representatives from memory institutions, researchers and developers who are interested to contribute to the definition of the requirements and to take part in the assessment and the exploitation of the results produced by the suppliers.

My institution/organisation _____
(specify)

Address _____
(specify address, town and country)

⁷ Specifically, all developed software in PREFORMA will be licensed under the two specific Open Source software licenses: "GPLv3 or later" and "MPLv2 or later".

agrees to cooperate

in the activities of PREFORMA, and specifically:

- to be involved as a member of the PREFORMA PCP Evaluation Committee⁸ with the following tasks:
 - To define the evaluation criteria for the received tenders, based on the overall functional and technical requirements;
 - To evaluate the received tenders as to the technical, economic and organisational feasibility of each company's proposal;
 - To rank the tenders based on how their proposals meet the overall functional and technical requirements;
 - To establish the competitive evaluation strategy to be used for comparing the results of the suppliers, at the end of the first design phase.

with the following expert:

(specify name, surname, role and e-mail)

(Date) _____

(Signature) _____

For PREFORMA

Signed by: Antonella Fresa, PREFORMA Technical Coordinator, Promoter Srl

(Date) _____

(Signature) _____

⁸ The members of the PCP Evaluation Committee will not receive payment for their work, but can be reimbursed for the travel and subsistence costs when attending meetings they are invited to by the Project Coordinator.