

eTEN 2006 Call Negotiation Workshop



Negotiation Process Call 2006

Pascal Collotte
In charge of Negotiations
eTEN Unit, DG INFSO

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Initial Remarks

- During the presentation you will see, but not always recognize, the Excel forms on the slides.
- You all have (in your folder) a full copy of the **Negotiation Guidelines**.
- I advise you to use them to follow our presentations.
- To avoid confusion (or confuse you even more):
 - **Technical Annex = TA = Description of Work**
 - **Partner = Beneficiary and Member**
 - **Grant Preparation Forms = GPFs, include: Legal & Financial information, and distribution of budget by task and partner.**

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What are Negotiations

- **Negotiation process (*usually*) leads to the signing of a **Grant Agreement**.**
- **Which means iterations until acceptance by both parties (Consortium & Commission) on:**
 - **Description of work (TA),**
 - **Risk mitigation (financial & co-financing) for participating beneficiaries at risk,**
 - **Grant Preparation Forms (distribution of budget by WP + by partner - and by milestones for ID).**

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Why Request The GPFs

- We are **not** requesting additional information & documents for the **pleasure of adding red tape.**
- We intend to **help consortia** define the appropriate set up for a **successful project** and **protect tax payers' money from risks.**
- Technical Annex (TA) is the required contractual commitment that a Consortium takes with the Commission.
- Grant Preparation Forms (GPFs) are providing the appropriate level of details to **properly plan** the budget requirements of the project; and a basis for **monitoring - it must be used as a planning tool.**

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Risks for the Commission

- Through the eTEN programme, the Commission is co-financing the deployment of trans-EU services – a certain **technical risk** is acceptable, but it must be **identified**.
- The Commission is administering public money – it **cannot take any risk of misuse** or loss of the funds it administers.
- Thus, legal & financial + **co-financing** capabilities required from beneficiaries are crucial.

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Negotiation Guidelines

- Describe the process for the negotiation and preparation of a **Grant Agreement**, for an eTEN cost-share instrument leading to a Market Validation or an Initial Deployment Project.

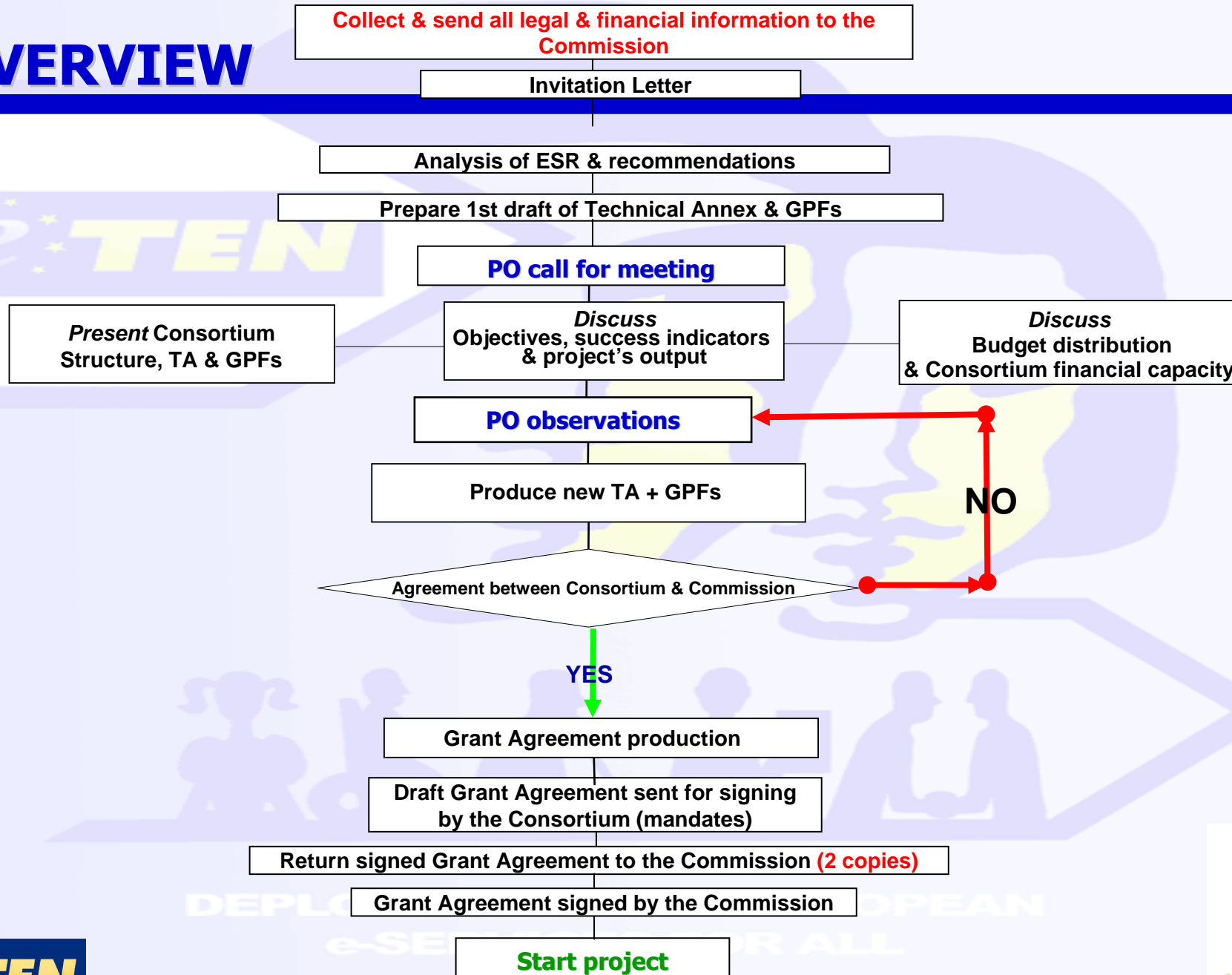
The "*Guidelines for the preparation of e-TEN Grant Agreements*" and the "*Guidelines for the preparation of the Technical Annex*" can be found at:

http://ec.europa.eu/information_society/activities/eten/library/index_en.htm#preparing_grant_agreement

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OVERVIEW



Stages of Negotiation

- **Invitation**

- Response to Evaluation Summary Report (**ESR**)
- Send **legal and financial** documents

EC

Consortium

- **Getting started**

- Fill in **Fiches Signalétiques**
- Produce Technical Annex (**TA**)
- Fill in Grant Preparation Forms (**GPFs**)
- Fill in **bank form** (Coordinator + financial institution)
- Letter of **Commitment to invest** (Initial Deployment only)

Consortium

- **Negotiation on TA, GPFs, weak finance mitigation**

EC

- **Grant Agreement preparation**

Consortium + EC

- **Signing of Grant Agreement**

Consortium + EC

- **Start project**

Consortium

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End of Evaluation

- All requested documents at the proposal level:
- Proof of legal registration or existence.
- Last **2 audited** financial reports for all beneficiaries but governmental bodies.
- Verified Legal and Financial Viability (**LFV**) in using the accounting ratios provided for the evaluation stage – **It is the CO role to make sure those ratios are correct.**

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Legal Documents

- A copy of any **official document** not older than 6 months (e.g. Official Journal, Register of Commerce, etc.) showing the Beneficiary's name and address and the registration number allocated by the national authorities.
- A copy of the **VAT** registration document if applicable (if not applicable, please supply justification).

This information is required to define whether or not the organisation has the legal capacity to conclude a Grant Agreement with the Commission.

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Legal Entities

- Be aware that the Commission **ONLY** recognizes registered **legal entities**.
- Any school, association, ... which is not registered as a legal entity **cannot be a Grant Agreement Beneficiary**, although they might have a VAT number.

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Financial Documents

- The most recent **audited** Balance Sheets and Profit & Loss Accounts from the last 2 years. If 2005 is not covered, add the non-audited 2005 accounts as well.
- These documents are **MANDATORY** for all non-governmental beneficiaries.

A financial validation will determine whether the organization is adequately funded and financially stable and whether it has the financial resources to guarantee its share of the investment.

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Phase 1 : Getting Started

Collect & send all legal & financial information to the Commission

Invitation Letter

Analysis of ESR & recommendations

Prepare 1st draft of Technical Annex & GPFs

PO calls for meeting

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Invitation to Negotiate

- Invitation letter sets the co-financing level and the time table for negotiation.
- Adjustment of the Commission co-funding already applied (ESR) provided a **funding level**. Budget reduction may occur as part of the negotiation with the PO, if justified – **no increase possible**.
- The Coordinator is the contact point between project and PO, **no direct contact** with the other partners.
- The Coordinator **MUST** collect and check information **BEFORE sending** it to the PO.

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Fiche Signalétique

- This form collects legal data for each partner.
- Must be **signed and stamped** by the Authorized Representative(s) from each partner.
- Please send us both the original and the electronic version.
- This form is **MANDATORY** for all partners.

http://ec.europa.eu/budget/execution/legal_entities_en.htm

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Response to ESR

- The Consortium is expected to analyse the recommendations in the **ESR** and to prepare a response.
- The response must be presented as a **table** showing the Consortium's solutions to the "ESR Recommendations".
- Responses must be reflected in the "**Technical Annex**" or in the **financial or administrative** distribution (new partner, shift in budget, new Work Package, etc.)

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Technical Annex

- It is a **contractual** document.
- Any deviation to the TA during the life time of the project has to be agreed and accepted by the EC.
- Must be based on the objectives and description of the proposal Part B (and the **ESR** recommendations).
- It is a **detailed description** of the work to do:
 - **What to achieve?**
 - Goals, objectives, ...
 - **Who is doing what?**
 - Activity per WP and per partner + synergies between partners
 - **Timing?**
 - Describe a realistic time table of what should be done when
 - Describe the management process and the mitigation of risks
 - **Budget lines?**
 - Human and financial resources needed by partner + per WP

Technical Annex

Chapter 1: Overall Project Description

Chapter 2: Technical Approach, Description of the Service

Chapter 3: Market Approach

Chapter 4: Project Phase

Chapter 5: Financial Aspects

Chapter 6: Management of the Project Phase

The "***Guidelines for the preparation of the Technical Annex***" can be found at:

http://ec.europa.eu/information_society/activities/eten/library/index_en.htm#preparing_grant_agreement



Technical Annex

Some reminders:

- **Substantiate and explain in detail the budget estimations (TIC) and costs of the project provided in the GPFs.**
- **The “Other Specific Costs” cost category must be also reported in detail in the Technical Annex.**
- **AC partners are required to report the time of their permanent staff in the work plans, both in the Technical Annex and the GPFs.**
- **Set aside budget for dissemination activities:**
 - Interim workshop, final workshop, + 1 additional event organised/sponsored by eTEN (will be presented by AH).

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Management Consideration

- A Coordinator is **NOT only a manager:**
 - He/she **MUST manage susceptibilities**, differences of cultures, hidden agendas of partners,
 - Must make sure of the **commitment** of partners at the appropriate level,
 - Must **track work achievements**, timing, think of plan B (critical path analysis is a powerful tool),
 - Must have a **clear roadmap** (GANTT chart) and make sure everybody agrees to it,
 - He/she must be the **dynamic force** of the project, keeping the spirit and the focus,
 - And more

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Grant Preparation Forms (GPFs)

- The GPFs provide information to prepare the budgetary distribution and administrative data for the Grant Agreement.
- They provide the basic information needed for preparing the Grant agreement and the input of legal entities for the contract.
- **Negotiation need correct and complete GPFs – all forms must be completed – it is the Coordinator's responsibility to control and integrate them into a common file.**

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Members

- Do not sign the grant agreement with Commission, but a Membership agreement with a signing Beneficiary.
- Fill in and sign GPFs.
- Members are checked on their legal status, but not on financial viability.
- Members perform the tasks assigned to them in accordance with the TA.
- Members should be **ONLY assisting** the Consortium in achieving set goals and objectives.
- A typical role for Members is being users on test sites, but it can be anything else **which is NOT core business.**

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Eligible Costs

- **Eligible costs** (as specified in detail in the Annex 2 to the Model Grant Agreement) must:
 - be necessary for the **project**,
 - be incurred during the **duration** of the project,
 - follow usual accounting principles and be recorded in the accounts.
- **Non-eligible costs are, in particular** (non exhaustive):
 - Any **profit margin**, costs related to capital employed, provisions for possible future losses or charges, interest owed,
 - Resources made available to a Beneficiary free of charge, value of **contributions in kind**,
 - **Unnecessary** or ill-considered expenses,
 - **Marketing, sales** and distribution costs for products and services,
 - indirect taxes and duties, **including VAT**,
 - **Entertainment** or hospitality expenses, except those reasonable expenses accepted by the Commission as being **absolutely necessary** for carrying out the work described in the Grant Agreement.

AC & FC Accounting Models

- **FC - Full Cost model:**
 - The standard model,
 - 50% funding of **FULL eligible** costs up to the set % of the **ETIC**.
- **AC - Additional Costs model:**
 - Only in exceptional cases,
 - 100% funding of **ADDITIONAL** costs,
 - But **NO** funding for **recurring or permanent personnel** costs.

Requirements:

- **Non-commercial or non-profit organisations** established either under public law or private law; or international organisations,
- Must demonstrate that they **do not have an accounting system** that allows to determine the share of their direct and indirect costs relating to the project.

Grant Preparation Forms (GPFs)

Per Project:

- A1 = Information on project
- A3a = Cost Breakdown Table
- A3b = **Milestones** table (for **ID** only)
- Coordinator's bank account (**MUST BE SIGNED and STAMPED**)

Per Partner:

- A2a = legal information, address and authorities' names
- A2b = Personnel costs
- A2c = costs categories per period
- A2d = Financial (balance sheet + profit & Loss)
- A2e = certification of no bankruptcy & correctness of all provided information (**MUST BE SIGNED and STAMPED**)
- A2f = List of all ongoing co-financed EU projects

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A1 - Information on Project

- This form **MUST** compile a **quick abstract** of the project:
 - Goals, objectives, description of service and success indicators;
 - Duration of project and expected timing of full deployment;
 - Total budget and total funding from the Commission;
 - List of partners and contacts for the Coordinator.
- This exercise **CANNOT** exceed **2000** characters

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A2a Legal Status & Authorized Persons

Fill up **all fields:**

- **Formal legal information**
 - Legal name of company/organisation
 - Legal address
 - Legal Status (PRC, GOV, PNP, INO, PUC, JRC, EEIG)
 - Authorized Representative(s) (2 is better)
- **Project relevant information**
 - Role: Coordinator, Beneficiary, Member
 - Cost regime model (Full Costs – FC; Additional Costs - AC)
 - Contact person

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A2b – Personnel Costs

- Provide hourly rate per period, and per category (category = job allocated)
- Distinguish hourly rate from overhead
- Overheads in FC model
 - On the basis of actual cost as allowed by their accounting system
 - Only eligible cost can be calculated into overheads (e.g. **no sales & marketing cost**),
 - EC will ask for proof in case of high personnel cost or overheads.
- Overheads in AC model
 - Limited to **20% of direct costs**, excluding subcontracting.

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A2c – Costs distribution - Categories

- **Durable equipment** (long-term equipment to be depreciated), follow carefully the depreciation method
- **Subcontracting**, tolerated for specific tasks – follow the rules
- **Travel & Subsistence** (travel and accommodation)
- **Computing** (only for rented computing services NOT PCs or licences)
- **Consumables** (software licences & others specific to project, NOT printer ink, CDs, ...)
- **IPR** (warning if set aside the budget cannot be reshuffled)
- **Other Specific Costs** (other eligible cost not fitting in other categories) **MUST be detailed in the TA.**

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Depreciation of Durable Equipment

- **Depreciation period dependent on equipment cost:**
 - cost < 25k€ → depreciation over 36 months
 - cost > 25k€ → depreciation over 60 months
- Exact formula is in **general conditions (Annex 2 – read it!)** of model grant agreement, takes also percentage of usage for project into account.
- Purchase before start date possible (max. 6 months), **BUT depreciation starts at project starting date!**

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Subcontracting

- Subcontracting **tolerated** under specific circumstances:

- Must be a service **clearly defined** in scope and time,
- Must be a service that **no partner can do**,
- Cannot be a **main core** task,
- Cannot be **coordination**,
- Cannot be done by **outside EU company** unless specific reason (i.e. no EU company qualified for a specific job).

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A2d – Financial Statement

- Provide balance sheets for the last 2 audited years
- Provide profit & loss for the last 2 audited years
- Required from all Beneficiaries, but gov. org.
- Not required for Members
- Please check for correctness

COMMISSION OF THE EUROPEAN COMMUNITIES		A2	
Project Nb:	0	Acronym:	0
Financial Information			
Short Name: #REF!			
Closing date t0:		Duration t0 (months):	
Nb Employees:		Currency:	
Is the organisation a Small or Medium-sized Enterprise (SME) ?			
if no, please explain:			
Less than 3 annual balance sheets ?			
Comments on financial results:			
Balance sheet		t0	t+1
Assets			
1	Subscribed capital unpaid:		
2	Fixed assets	0	
2.1	Intangible fixed assets		
2.2	Tangible fixed assets		
2.3	Financial assets		
3	Current assets	0	
3.1	Stocks		
3.2.1	Debtors due within one year		
3.2.2	Debtors due after one year		
3.3	Cash at bank and in hand		
3.4	Other current assets		
Total Assets		0	
Liabilities			
4	Capital and reserve	0	
4.1	Subscribed capital		
4.2	Reserves		
4.3	Profit and loss brought forward (enter sign)		
4.4	Profit and loss brought forward for the financial year (enter sign)		
5	Creditors	0	
5.1.1	Long term non-bank debt		
5.1.2	Long term bank debt		
5.2.1	Short term non bank debt		
5.2.2	Short term bank debt		
Total liabilities		0	
Profit and Loss			
6	Turnover		
7	Variation in stock		
8	Other operating income		
9	Costs of material and consumables		
10	Other operating charges		
11	Staff costs		
12	Gross operating profit	0	
13	Depreciation and value adjustments on non-financial assets		
14	Net operating profit	0	
15	Financial income and value adjustment on financial assets		
16	Interest paid		
17	Similar charges		

A2e - Certification

- **Must be signed** and stamped by each **Beneficiary and Member.**
- **Signing** certifies that **all A2 forms'** information is correct and accurate.

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A3a – Costs Breakdown

Acronym: 0		Contract Nb: 0							
		Total	#REF!	#REF!	#REF!	#REF!	#REF!	#REF!	#REF!
I. Beneficiary information									
Beneficiary Number (1) and Role (2)	II amounts in EUR	1	CO	2		3		4	5
Cost Regime (3)		#REF!	#REF!	#REF!	#REF!	#REF!	#REF!	#REF!	#REF!
Number of person hours		#REF!	#REF!	#REF!	#REF!	#REF!	#REF!	#REF!	#REF!
II. Estimated eligible costs									
Personnel		#REF!	#REF!	#REF!	#REF!	#REF!	#REF!	#REF!	#REF!
Durable equipment		#REF!	#REF!	#REF!	#REF!	#REF!	#REF!	#REF!	#REF!
Subcontracting		#REF!	#REF!	#REF!	#REF!	#REF!	#REF!	#REF!	#REF!
Travel and subsistence		#REF!	#REF!	#REF!	#REF!	#REF!	#REF!	#REF!	#REF!
Consumables		#REF!	#REF!	#REF!	#REF!	#REF!	#REF!	#REF!	#REF!
Computing		#REF!	#REF!	#REF!	#REF!	#REF!	#REF!	#REF!	#REF!
Protection of knowledge		#REF!	#REF!	#REF!	#REF!	#REF!	#REF!	#REF!	#REF!
Other specific costs		#REF!	#REF!	#REF!	#REF!	#REF!	#REF!	#REF!	#REF!
Overheads		#REF!	#REF!	#REF!	#REF!	#REF!	#REF!	#REF!	#REF!
Total estimated eligible costs :	(a)	#REF!	#REF!	#REF!	#REF!	#REF!	#REF!	#REF!	#REF!
III. Non-eligible(4) costs :									
Permanent Personnel (only for AC beneficiaries)		0							
Other non-eligible costs		0							
Total estimated non-eligible costs :	(b)	#REF!	#REF!	#REF!	#REF!	#REF!	#REF!	#REF!	#REF!
IV. Total estimated cost of the project:									
	(c)=(a+b)	#REF!	#REF!	#REF!	#REF!	#REF!	#REF!	#REF!	#REF!
V. Financing Plan									
Difference (c - d)		#REF!							
Direct income expected from the project	(d)	0							
Contributions by contractor or member	(e)	0							
Contributions by other private organisations	(f)	0							
eTEN contribution (detailed calculation below)	(g)=(o)	#REF!	#REF!	#REF!	#REF!	#REF!	#REF!	#REF!	#REF!
Other public contribution	(h)	0							
Total of receipts (should be same as (c)) :	(j)=(d+e+f+g+h)	#REF!	#REF!	#REF!	#REF!	#REF!	#REF!	#REF!	#REF!
VI. Calculation of Community contribution									
Full advance ?			Yes	Yes	Yes	Yes	Yes	Yes	Yes
Max Commission Contribution%	(k)	#REF!	#REF!	#REF!	#REF!	#REF!	#REF!	#REF!	#REF!
Max. Community contribution	(l) = (k*a)-(h)	#REF!	#REF!	#REF!	#REF!	#REF!	#REF!	#REF!	#REF!
ETIC	#REF!	#REF!	#REF!	#REF!	#REF!	#REF!	#REF!	#REF!	#REF!
ETIC %	#REF!	#REF!	#REF!	#REF!	#REF!	#REF!	#REF!	#REF!	#REF!
Max. Community contribution :	(p)=min (l, (o)	#REF!	#REF!	#REF!	#REF!	#REF!	#REF!	#REF!	#REF!
Max. Community pre-financing :	#REF!	#REF!	#REF!	#REF!	#REF!	#REF!	#REF!	#REF!	#REF!

- Must check all entries per partner (filled up automatically A2b to A2f)
- Permanent staff for AC provide an estimate
- Non-eligible costs
- Co-funding depends on the **total eligible costs (max ID:30% or MV:50%) AND on the Estimated Total Investment Cost (ETIC) (max. ID:30% or MV:10%)**

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Bank Account

- Coordinator's bank account information
- **Must be signed + stamped by both bank & company**
- **Accessible at:**
http://ec.europa.eu/comm/budget/execution/ftiers_fr.htm

FINANCIAL IDENTIFICATION	
UNITED KINGDOM	
PRIVACY STATEMENT	http://europa.eu.int/comm/budget/execution/ftiers_fr.htm
ACCOUNT HOLDER	
NAME	<input type="text"/>
ADDRESS	<input type="text"/>
TOWN/CITY	<input type="text"/> POSTCODE <input type="text"/>
COUNTRY	<input type="text"/> VAT NUMBER <input type="text"/>
CONTACT PERSON	<input type="text"/>
TELEPHONE	<input type="text"/> FAX <input type="text"/>
E - MAIL	<input type="text"/>
BANK	
BANK NAME	<input type="text"/>
BRANCH ADDRESS	<input type="text"/>
TOWN/CITY	<input type="text"/> POSTCODE <input type="text"/>
SORT CODE	<input type="text"/> ACCOUNT NUMBER <input type="text"/>
IBAN	G B <input type="text"/>
REMARKS :	
BANK STAMP + SIGNATURE OF BANK REPRESENTATIVE (Both Obligatory)(1)	DATE + SIGNATURE ACCOUNT HOLDER : (Obligatory)

Letter of Investment Commitment (Initial Deployment Projects Only)

- Required from **all Beneficiaries** to demonstrate their long-term commitment to the project.
- The Authorized Representative(s) of the company or administration must **sign and stamp** this letter.
- This commitment will be part of the Grant Agreement.
- Model in the Annex 2 of the "Negotiation Guidelines"

DRAFT

TO BE PRODUCED BY ALL PARTICIPANTS IN DEPLOYMENT PROJECTS

LETTER OF INVESTMENT COMMITMENT

<Name of beneficiary organization³>, represented by <Authorized Representative⁴> in his/her position of budgetary authority, as <position of Authorized Representative⁵>, declares to take up the following commitments in the framework of the <Project Acronym¹> Deployment eTEN Project number <Grant Agreement number²> :

- <definition of the investment components, where the beneficiary will invest>

as per the following Investment Plan:

Milestone	Milestone title	Date	Amount in EURO
Milestone 1	<to be defined on the base of the Technical Annex>	<to be defined on the base of the Technical Annex>	<to be defined on the base of the Technical Annex>
.....			
Milestone n			
		TOTAL	<total investment>

Yours Truly,

On behalf of <name of Beneficiary³>

Date⁶
Name⁴
Title⁵
Signature⁷

<Stamp>⁸

Nego Guidelines - Checklist of Required Docs

Proposal "name" - N° "number"												
DOCUMENTS	Role :	Name - Legal Sta	Name - Legal Sta	Name - Legal Sta	Name - Legal Sta	Name - Legal Sta	Name - Legal Sta	Name - Legal Sta	Name - Legal Sta	Name - Legal Sta	Name - Legal Sta	Name - Legal Sta
		1-CO	2-CR	3-CR	4-CR	5-CR	6-CR	7-CR	8-CR	9-MB	10-MB	11-CR
Technical Annex												
Replies to Evaluators Comments												
GPFs												
Banking Information Form (A4) (signed and stamped)												
Participant Information Forms (signed and stamped) (A2a)												
Details Personnel Costs (A2b)												
Details of Cost Categories (A2c)												
Details of Coordinators Costs (A2b.CO & A2c.CO)												
Budget Table (& Milestones breakdown)												
Financial Data Form (A2d) Not for GOV												
Declaration of Partner Legal and Financial Integrity (signed) A2e												
Other Projects Running or in Negotiation (A2f)												
Legal and Financial Official Docs/Certificate:												
Establishment of Organisation (certified as original)												
VAT Number												
Official financial data: Balance Sheet and Profit & Loss Account (certified as original) Not for GOV												
Subcontractor profile												
Mandates:												
Mandates to "COORDINATOR" to negotiate												
Acceptance of Mandate from "COORDINATOR" to negotiate												
Mandates to "COORDINATOR" to Sign Contract												
Acceptance of Mandate from "COORDINATOR" to sign contract												
Withdrawal:												
Withdrawal of one participant (add a column)												
Acceptance of withdrawal from "COORDINATOR"												
Letters of Investment Commitment (deployment projects only)												

From GPFs to Project Start

- **LFV checking with possible mitigation (e.g. bank guarantees) → next presentation**
- **Agreement on Description of Work (TA)**
- **Drafting of Grant Agreement**
- **eTEN sends a draft Grant Agreement**
- **Consortium review and send comments ASAP**
- **Commission sends grant agreement electronically**
- **Consortium prints and signs (possibly with mandates)**
- **Commission signs**
- **Consortium starts project**
- **Membership Agreements are signed**
- **Pre-financing is paid**

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Mandates

- Optional form mandating the Coordinating partner to sign the Grant Agreement on behalf of one or more Beneficiaries.
- For a large Consortium, mandates can speed up the signing process.
- The Coordinator must send an “acceptance of mandates” letter to the Commission together with the original mandates.
- Mandates must be signed by one of the authorized representatives of the organization (form A2a).
- Templates for the “Mandate” and the “Acceptance of a Mandate” are given in Annex 3 of the Negotiation Guidelines (“*Guidelines for the Preparation of e-TEN Grant Agreements*”).

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Grant Signing

- Coordinator receives Grant Agreement as **.pdf file**
- Coordinator **forwards pdf file** to Beneficiaries.
- Each Beneficiary signs his **2 pages** and sends them back to the Coordinator together with a **cover letter stating that no change or alteration** has been made.
- **DO NOT DATE THE SIGNED PAGES**
- The Coordinator collects all signed pages, checks for **correctness**, signs the ones he has **mandates** for.
- When it is all done correctly, the Coordinator sends **all pages and cover letters, including his own, back to the PO**, together with the rest of the Grant Agreement, plus a **press release**.
- The Commission counter-signs all pages and **sends 1 original Grant Agreement back to the Coordinator**.
- The **project can start on the 1st of the month following the signing of the Commission**, unless otherwise specified.

Membership Agreement

- A Member can only benefit from a Grant Agreement when his *Membership Agreement* has entered into force.
- He receives his share of the Community financial contribution in accordance with the conditions of the *Membership Agreement*.
- *Pre-financing* will **ONLY** be released when **all Memberships Agreements have been signed and sent to the Commission.**

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Roadmap

- **November 8, 2006 :** **Workshop & deadline for providing all requested docs**
- **November 23, 2006:** **Start negotiation for 1st batch**
- **December 15, 2006:** **End evaluation - **eligibility****
- **January (end) 2007:** **Negotiations finalised 1st batch**
- **February (end)2007:** **1st batch projects can start**
- **March (end) 2007 :** **End of all negotiations !**
- **April 2007 :** **All remaining projects start**

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Thank You!

Any questions?

<http://ec.europa.eu/eten>

http://ec.europa.eu/information_society/activities/eten/library/index_en.htm#preparing_grant_agreement

contacts:

General aspects pascal.collotte@ec.europa.eu
caroline.loquerie@ec.europa.eu

Specific aspects your Project Officer