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First we will perform an analysis of:

DG REGIO's comments during the year

- Comments from the target audience(s) - through e-mail, mail, comments made while visiting DG REGIO's information center etc;
- The material produced compared to DG REGIO's communication strategy - Did we reach our targets? Do we convey messages efficiently? Do we use the right tools? And so on.
- DG REGIO's political background;
- New trends, technologies and ideas: how to implement them on DG REGIO's contract etc.

Our innovation unit, in close cooperation with research centres in the field, will also analyse new trends and tools that could be employed to enhance DG REGIO's communication activities.

During the year our senior communication experts Jean-Marc Hardy, Olivier Le Saëc and Juan Arcas will constantly monitor communication tools based on DG REGIO's key messages, target audience and political agenda. They will check and analyse all material to ensure that messages are effectively transmitted to their target audience. We consider this to be part of our work and will not ask for resources from the DG.

We understand that DG REGIO expects the selected contractor to come up with constructive ideas regarding the products and to give advice on DG REGIO's communication strategy. This work will be performed throughout the year, on a continual basis, by ASCII's communication experts, coordinators, project managers and the contract manager.

Communication: ASCII will propose to revise and amend DG REGIO's communication products at least once a year.

5.3.3.1 Communication advises
REPORT ON COMMUNICATION

This editorial guide might be completed by specific annexes or chapters.

For instance, ASCII has developed a specific editorial guide for DG COMM home page. This follows our general guidelines and is adapted to the production of updates (news, interviews, etc.) for a web home page. Please refer to annex 8.5.

- **Functional:** employees should be able to easily find the information thanks to a transparent layout and the quality of style and grammar. It should be, first and foremost, user-friendly. To do so, the guide would be posted on ASCII's intranet and allow easy navigation provided by hyperlinks inserted on the document.
- **Compliant with existing editorial policy:** the guidelines will be based on the institutional editorial policy as well as on the DG REGIO's guidelines (if existing). This policy will be explained in a section of the guide.
- **A guidebook to the reference documents:** all major documents' URLs or paper versions would be gathered in the bibliography section of the guide.

Then, on the basis of the results of this analysis, we will draft recommendations for DG REGIO. Although this might take the form of an annual review, the analysis will be done on a regular and continuous basis and we can provide assistance and guidance at any given moment, on demand from DG REGIO.

5.4 Design and graphic chart and look for all communication activities

For this particular task we understand that DG REGIO might call upon the successful contractor to update or develop its corporate identity.

This is the responsibility of ASCII's artistic director Thomas Durieux and our communication and ergonomics/usability specialists led by Jean-Marc Hardy.

They will analyse all the different information products developed by DG REGIO.

These reports will contain:

- A description of the strong and weak points of DG REGIO's information and communication products;
- An analysis of the existing products regarding target audience, new trends, communication impact and ergonomics.

Based on these developments, they will produce designs to be proposed to DG REGIO (this will follow the same methodology adopted for the graphic design and production of graphic material).

Then they will propose a graphic charter, which would be easy to implement on all information products. An example is appended to our proposal.

The house style is very important. Based on the visual identity, it guarantees the proper use by the client's different employees and contractors or partners of the graphic elements adopted. Indeed, it comprises the different graphic elements to be included in the publication and their variations in different media. If the client's house style already exists, we will naturally apply it scrupulously.

To develop a house style (for print and web publications), ASCII generally proposes the inclusion of the following elements:

- a chromatic range and the conditions for their use;
- an assortment of fonts and rules for their use;
- the logo and any variations;
- the general rules to be taken into account for the use of photographs (icon cards/charts, drawings, etc.);
- the references of the colours selected (pantones, quadricolour process, etc.);
- examples of implementation illustrating the graphic house style and possible variations adapted to different formats and media;
- a library of browsing icons (menu bars, heading bars, language choice bars, etc.);
- a library of icons and illustrations (still or animated) corresponding to the site's publishing principles;
- graphic principles of hierarchy construction and organisation of different headings and sub-headings of the pages concerned and of the documents available on these pages;





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This will be the base for ASCII's artistic director to check if the different elements are well implemented by other contractors. In this case the artistic director will:

Analyse the different information and communication tools on which the graphic charter has been implemented and will produce a report on it.

It is understood that our expected controls on the implementation of the graphic charter might cover Lot 2 as well as the regulation regarding publicity on the Structural Funds implemented by national authorities in charge of structural funds.

- a catalogue of page models based on content and function in publications;
- outlines of standard content pages;
- a graphic "bible" for layout and visual organisation of the pages concerned (wallpaper, headers, tables, etc.);
- a catalogue of illustrations following the rules laid down in the "bible" and immediately usable;
- the application of the house style to all user interfaces for internet publications;
- assignment of use, reproduction and distribution rights for all graphic elements provided, required for the exploitation and distribution of the house style;
- any other element on demand.

	Risk analysis: The house style is not very well implemented by the other contractor (especially from Lot 2).
	Solution: DG REGIO might ask ASCII and the successful contractor for Lot 2 to work together when implementing the graphic charter.
	Result: A graphic charter that is well implemented by all the contractors.

Then the artistic director will implement the graphic products to new products or to design new products in the spirit of the graphic charter if required by DG REGIO (this methodology will follow the ones described below).

5.5 Design and production of graphic material

In order to deliver quality material fulfilling DG REGIO's requirements and with maximum impact, we propose that all trends or innovative ideas and/or processes will be discussed during a brainstorming meeting.

As soon as the texts are sent to the graphic designers, based on the creative specifications, the graphic team will be in charge of the design of the documents.

The art director develops creative concepts based on the briefing. The concepts must respect all appropriate elements of the visual identity.




These concepts are the first drafts of the final product and include the main visual elements of the publication, for example:

- Photos and images (e.g. cover page, central image for a poster, graphs, etc.);
- Page layout for a brochure or leaflet (e.g. layout for pages beginning a chapter, left-hand page, right-hand page and contents page);
- Presentation of chapter titles, page numbers, photos, etc.
- Fonts.

The art director's main task is to present the information in an attractive, clear way and use the visual elements to communicate the main messages. The following elements of the publication play an important role in achieving this:

<p>Striking cover page</p> <p>The cover page of a brochure or leaflet sells the product. It should be attractive, inspiring or arouse the curiosity of potential readers (depending on the product). It can be used to help communicate one or several of the main messages.</p>
<p>Easily identifiable structure</p> <p>Sections, chapters, sub-headings, etc. must be clearly identifiable. There are many visual techniques available to make the hierarchy of information and structure clear to the reader: using colour codes per chapter; use of bold; repeating chapter titles on each even page, etc. The tools used depend on the length of the product. However, it is important that the style of presentation is the same throughout the publication to avoid confusion.</p>
<p>Use of fonts</p> <p>Fonts should be used wisely: not too many and not too varied. Using different fonts and font sizes adds variety and interest but can also create confusion if not used carefully. For example, if a page contains too many font sizes or font types it can become difficult to identify the main title and main message of the text.</p>
<p>Page layout</p> <p>Pages should not be too crowded – with text or visual elements.</p>
<p>Visual elements should reinforce the message</p> <p>Visual elements such as photos or graphs should reinforce the messages of the text.</p>

Internal verification: The project manager and production manager review the concepts before submitting them to the client. The project manager checks that they correspond to the initial specifications and the production manager checks that they conform to the technical requirements (specification form).

	Risk analysis: Difficulties may occur when producing the documents in 20 or more languages.
	Solution: Having staff that takes multilingualism and multiculturalism into account.
	Result: Designing information products that might be dispatched into all the European Union and abroad.

Multilingualism and multiculturalism

Multilingualism and multiculturalism are often central parts of any EU communications policy. They are two elements that have to be considered by all members of the team at all stages of the project.

Publishing one publication in many different languages, for a target audience in different countries with different cultures poses specific challenges for graphic designers. These challenges have to be considered and met right from the design stage, for example:

Texts vary in length from language to language – this will affect the visual layout of the publication; Not all fonts are compatible with all languages (this is certainly the case for the 20 official languages of the EU);

This may be significant if the font plays an important role in communicating the main message.

Some gestures, poses or symbols have specific (sometimes negative) meanings in some cultures or countries.

This is particularly important when designing permanent items such as logos, slogans and so on.

5.5.1 Validation of concept

The project manager and the art director present the first creative concepts to the client. The creative rationale behind each concept is explained in order to demonstrate how each proposal meets the client's requirements and project specifications and why specific solutions were chosen.

The first drafts might be presented on digital colour copies.

The client selects one of the concepts and, if necessary, requests modifications. The client later confirms these choices and requests to the project manager in writing.

• Modified concept

One modified concept which integrates the client's comments and requests is produced and presented to the client.

• Validation of modified concept

All elements of the modified concept (images, fonts, etc.) are validated by the client before proceeding to the next stage.

• Assembly

Once the final concept has been validated, the publication is then finalised. All elements must be finalised and validated by the client before this stage begins – text, photos, design, fonts, etc. This includes proofreading of the text. Any changes to the text or visual elements after this point are considered to be the author's modifications not corrections and are billed accordingly.

The production manager is involved from the outset of any given project for two main reasons: to draw-up the production briefing and to keep the costs under control.

The production manager is responsible for the process from this point until the distribution of the final product (if required). He/she operates under the supervision of the project manager and the art director.

This step comprises two sub-stages: layout and quality control.

• **Layout**

A graphic artist does the layout of the publication in the original language, based on the technical and creative elements validated by the client in the two previous stages. The art director supervises the process to ensure the overall quality of the publication and to make sure that it corresponds to the concept validated by the client and the technical specifications of the publication.

5.5.2 Quality control

• **Proofreading**

The documents are proofread by a native speaker to check the following points (this is not an exhaustive list):

- the inclusion of all text (this is done via a cross-check with the original text validated at the end of the editorial process, before layout);
- syntax and grammar;
- hyphenation;
- page numbering;
- the harmonisation of the presentation of elements such as the sources of photos and illustrations;
- conformity to house style;
- ISBN code, catalogue number.

The graphic designer integrates the corrections.

• **Internal verification**

A senior layout artist verifies that the corrections have been integrated, under the supervision of the project manager respecting the settings of the different documents. The corrected pages are proofread a second time to ensure that the integration of corrections has not resulted in further mistakes.

• **Technical verification**

Once the corrections have been inserted and the file finalised, a senior artist carries out a final verification of the technical characteristics of the files. This includes checking the following:

- exact size of the product;
- format of images (checking that they are CMYK and not RGB, in high and not low resolution, etc.);
- position of crop and fold marks;
- use of bleed.

For files that might be integrated on the Internet our team will integrate links, metadata, accessibility features (ALT text) and so on.

We might also:

- Validate the structure of the page, the metadata and the source code;
- Validate the quality of the alternative texts;
- Validate the hyperlinks.

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All the necessary corrections will be performed by a web editor.

If the final print file is in PDF format, ASCII would deliver a certified PDF. A certified PDF conforms to internationally recognised norms for PDFs used for printing. This system offers the client an objective guarantee that the file contains all the elements required for printing in the correct format (images, fonts, etc.).

ASCII would use the software Pitstop to certify the PDF files. This programme is in widespread use in the professional sphere. The senior layout artist certifies the PDF file at this stage, before the production of colour proofs.

Please note: our Adobe consultant Branislav Milic works exclusively with ASCII and will monitor our PDF production process. The author of numerous books on electronic typography, Branislav is the only Adobe certified expert and instructor in Europe.

5.5.3 Validation of general presentation

The layout is submitted to the client in the format agreed during the specification discussions – this may be in electronic format or in black and white proofs. The client validates the overall presentation of the brochure (presentation of text, etc.). Please note: this is not the final validation before printing.

The graphic artist integrates corrections if required. The pages that have been corrected are proofread once again to ensure that the corrections have been integrated and that the integration of corrections has not led to new errors in the page.

Stable elements such as images and the content of text should not be altered at this stage as they have been validated during previous stages.

> Colour proofs

The next step is the production of the publication's colour proofs. The colour proofs are printed from the final files. ASCII recommends using the digital proof system Proof Master ISO coated. This proof is based on the norm ISO12647-2, the European standard for offset printing. This is particularly advantageous in cross-border projects as it offers a high level of security for the client, producer and printer. It is a European technical norm and so the technical characteristics of the proof can be reproduced by printers across Europe.

> Internal verification

The colour proofs are checked by the art director and supervised by the production manager who checks the overall technical quality of the proofs.

5.5.4 Validation of final layout

A colour proof of the final layout of the publication in the original language is delivered to the client for validation.

The client receives two copies of the colour proofs, one of which he signs and dates at the bottom of each page and returns to ASCII. This proof is the camera-ready copy or *bon à tirer*. It acts as a contractual agreement between the client and ASCII.

This signed proof is also used by the printer to reproduce the publication according to the technical characteristics agreed by the client.

Once the layout for the first language has been validated by the client, the other language versions are produced following the rules detailed in the stages above. The layout is done by an artist using the template of the publication in the original language version.

5.5.5 Printing

If DG REGIO requires ASCI! to print promotional items, this is done according to the technical specifications of the publication. The printer uses the camera-ready copy delivered in the previous stage to ensure that the publication conforms to the product validated by the client.

The printer produces one version of the final publication. This is important to verify that the machines have been set up correctly. It is also particularly important for publications that use complex printing techniques (unusual paper, screens, inks, etc.).

Internal verification: the project manager checks this against the colour proof validated by the client.

5.5.5.1 First version of final product (bon à rouler)

The client checks this against the colour proof validated above. Once this has been checked the remaining publications can be printed. This is the delivery and acceptance stage of the printed publication.

5.5.5.2 Archive & back-ups for print publications

For each piece of material produced by the contractor, the following copies will be kept (in the archive):

- 1 finished copy per version will be delivered to DG REGIO or to the Publications Office
- 1 digital copy of each file (per version) will be delivered (in a PDF format) to DG REGIO and to the Publication Office if relevant
- 1 finished copy per version will be archived by the contractor
- 1 digital copy of each file (per version – PDF and source files) will be archived by the contractor on his/her server
- 1 digital copy of each file (per version – PDF and source files) will be engraved on DVD-ROM and archived in a safe place outside ASCI!'s premises.

5.6 Electronic production

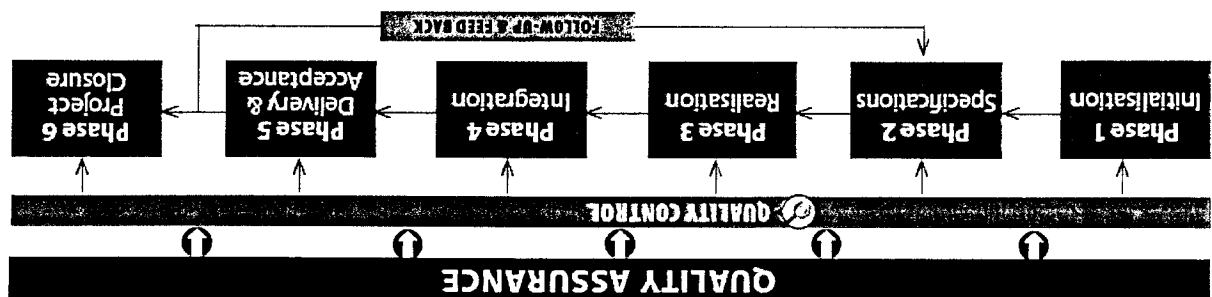
In this section, we summarise the technical methodologies to be followed in the context of the present project. We stress that the outlined approach is indicative of the established methodologies followed by ASCI!. An elaborate version of the methodology for the development of websites is available in annex 8.6.

5.6.1 Website Development

Projects will be managed taking into account the project's standard lifecycle that consists of a sequence of generic stages for the development of a project. For each stage, generic management activities have to be set. There are regular quality controls and audits of work, management activities such as meetings, reporting, etc. and documentation has to be used

and produced in order to ensure that all projects offer high-end quality products. This approach also helps to detect nonconformities before the product reaches the last stages of the cycle and before delivery to DG REGIO.

Part of the tasks to be executed during these stages will be the same in the case of the creation of a static, dynamic or CMS-driven website.



The **Initiation** phase is divided into several steps covering research, strategy and definition of the main information architecture including editorial, graphical and technical aspects.

During the **Research Phase**, ASCII reviews the existing background material and meets with the production team of the client responsible for the specific task. The aim is to gain a high-level understanding of the goals and business context, the existing information architecture, the content to be produced and/or published and the intended audience(s) to be addressed.

From a top-down perspective, this approach will help define the highest two or three levels of the new website's organisation and navigation structure. From a bottom-up perspective, it allows for the suggestion of candidate content types (document types, media, etc.) and a rough metadata scheme. This strategy also provides a high-level framework for the information architecture to be set up, establishing the direction and scope that will guide the project through the realisation process.

The **Specifications** phase is where ASCII shapes and specifies the main ideas and strategies to be implemented in the information architecture.

At this point, detailed blueprints (or sitemaps), wireframes and metadata schemes are created that will be used by the contractor's graphic designers and programmers to develop prototypes, project-specific templates, etc.

During the **Realisation Phase**, the contractor's team responsible for the implementation of the information architecture is involved in organising and tagging the different types of documents.

Everything is thoroughly tested and, if applicable, documentation is developed to ensure that the information architecture will be maintained effectively and efficiently over time. During this phase, the web designers create the graphic design of the website, the HTML or XML prototypes and the final templates and the new website is established.

In case of a (dynamic) database-driven website, this phase also comprises the preparatory work needed to define, create, fill and implement the database.

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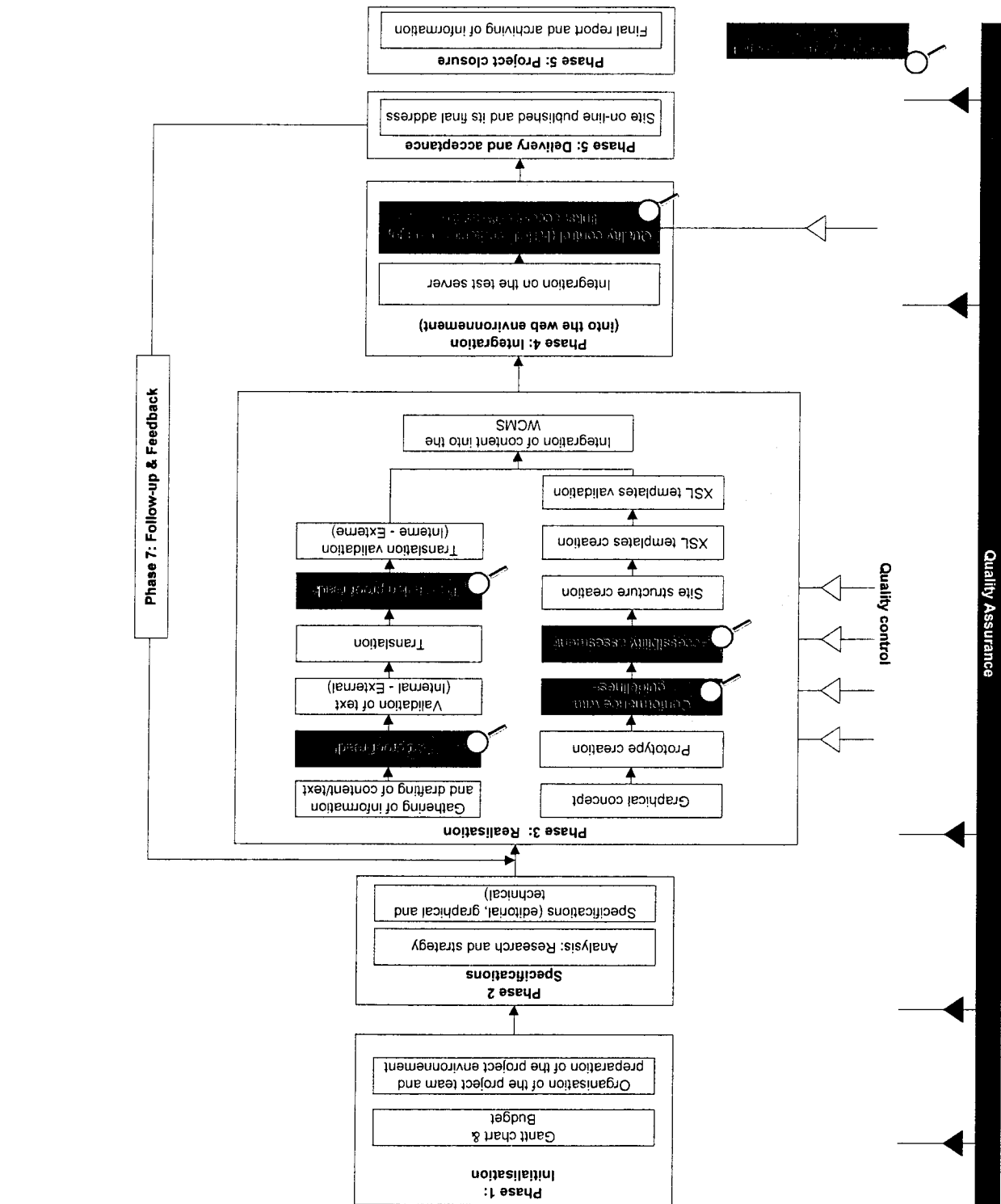
If a Web Content Management System (WCMS) is being used, templates are prepared and/or adapted to meet the website's functional requirements. In addition, content is imported into the system's database.

It is during this phase that the documents written and translated – according to the methodologies inserted in the previous sections – will be developed.

Once the site is built, it is put on a test server to allow for a first series of quality controls. Once all production tasks have been completed, the site is transferred (or promoted) onto the staging server, where it is thoroughly tested before moving to the production server. The website will only go live once the contractor has given his/her approval.

The following figure depicts an example of a workflow for the development of a WCMS-driven website. We would underline that the workflow is tailored to the specific requirements of any given project during the initial stages of the contract. This usually occurs during the kick-off meeting, where all details concerning the project are clarified.

More workflows showing the development of websites with static and dynamic content can be found in the annex 8.6 to our technical proposal.



5.6.1.1 Database Development

A website provides two types of information, namely structured data and unstructured data. Structured data is data that as been organised in such a way as to facilitate easy searching. Structured data often includes proposals, reports, analyses, canned queries, and other types of "business intelligence". Structured data is typically stored in databases.

Unstructured data, often more difficult to search, is unorganised data residing outside a database. Unstructured data can be text, audio, video, or graphics and take the form of office documents, memos, e-mails, meeting minutes, or any other such "knowledge".

The contractor will be called upon by the client to develop such databases, primarily as part of the development process of static websites or websites based on Documentum or dynamic websites based on the ColdFusion technology.

The subsequent paragraphs outline the steps typically involved in the development of a database, which is primarily a relational database. A detailed methodology is given in the annex 8.7 of our tender.

Construction of the System Data Model. During this task the entity-relationship model of the data is developed. The System Data Model provides a full and detailed definition of the structure of all the data that the system is to store. This includes all the data that is within the scope of the system. It also includes additional data structures that may be required to support any functionality, within the system, which is concerned with processing that is not directly visible to the end user. These include data concerned with the system's infrastructure and delivery mechanisms. Examples include those structures required for the control of queues.

The model consists of one or more entity relationship diagrams together with full descriptions of the entities shown on the diagrams, their attributes, relationships and identifying keys. This model is the basis for the physical database design.

This activity also serves to consolidate and formalise knowledge about the underlying data and reveals areas of uncertainty and questions

Creation of the Logical Database Design. In this task, the information model already developed is translated into a logical database design, applying the rules and principles of relational systems design. The deliverable for this task is the Logical Database Design.

The principle components of the Logical Database Design include the following:

1. Table, column and view definitions
2. Primary, unique and foreign key definitions
3. Column and row level validation rules (check constraints)
4. Rules for populating specific columns (sequences, derivations, denormalised columns, journalising)

Creation of the Index Design. This task defines which database table columns need to be indexed. Indexes are used to speed up access to data or to enforce uniqueness if declarative unique constraints are not used. The deliverable for this task is the Index Design. It includes definitions of all necessary indexes, including the table and columns of the index, the index column sequence and the uniqueness or non-uniqueness of the index. The storage parameters of the indexes are defined during the task.

Creation of the Database Object Authorisation Scheme. In this task, users or groups of users that have access to database objects and the type of access they need are defined. The scheme is used to grant users or user groups access to database objects.

Creation of the Physical Database Design. In this task, the environment that brings the Logical Database Design into physical existence is defined. The design specifies all storage parameters and other storage arrangements necessary for placement and access of all identified database objects.

Database Implementation. In this phase the database design is implemented by describing the database's characteristics in source code format. For instance, an Oracle database is usually implemented either in PL/SQL or in Java.

Database Testing and Loading. Once the design has been implemented, a test version of the database is created and the application code is tested. Database design specifications are refined as required. When testing is complete, the production database is created, loaded with the initial data and integrated into the operational environment.

5.6.1.2 Website Hosting

Hosting services are the set of applications and technologies that our company makes available to our clients. The services offered are not stand-alone hosting services that generate revenue, like those offered by companies as their primary sales product, but they are part of projects and services requiring hosting. The main hosting services are website hosting, data hosting and application hosting. In the present section, we focus on website hosting, which is relevant to the requirements of the present ITT.

According to the requirements of the client and the specifics of each project, a number of hosting scenarios are evaluated before deployment of a specific hosting approach. The hosting scenarios are outlined in the following sections.

All hosting scenarios have a common set of basic requirements that must be provided by the infrastructure. These basic requirements can be stated without regard to architecture or technology:

- Authenticated access to all hosting servers by administrative and other service provider internal staff, and this access must be governed through authentication and corresponding accounts;
- Security policies and corresponding lockdown processes for all servers in the infrastructure. This includes the servers that provide the common core services and the servers that provide client-hosting services.

Proper implementation of these processes requires specific configurations that are tailored to each server's role, for example the configuration for web and application servers for websites.

The following list defines the basic types of website hosting and identifies possible deployment scenarios for each:

- **Unmanaged Dedicated** – The server running the web server (e.g. Apache, IIS, Tomcat, etc.) may be physical or virtual and is dedicated to the exclusive use of one project (i.e. one purpose, one website). The server is managed and administered by the client. For the European institutions, the use of unmanaged dedicated servers is limited and only after request of the institution for complete control over the server. Deployment scenarios include basic locally managed website hosting and basic centrally managed website hosting.

- **Managed Dedicated** – The server running the web server may be physical or virtual and is dedicated to the exclusive use of one project and the service provider is responsible for administration of this server. Deployment scenarios and hosting options include co-location and virtualisation.

- **Static Shared** – The server(s) running the web server may be physical or virtual and are used to host multiple websites of a single or several projects in a shared environment. Deployment scenarios and hosting options include shared hosting, co-location and virtualisation.

- **Application Shared** – LDAP or Active Directory (AD) manages the server and users. The websites hosted in web server are often integrated with other applications. Deployments in this scenario are configured to use authentication modes supported by LDAP or AD, which also manages the server and the users. Hosting options include shared hosting, co-location and virtualisation.

In the list below, we briefly describe the benefits of the various deployment scenarios and hosting options.

Shared hosting: A low-cost solution for operating a small website. The website resides on a server that is shared with other websites. This means that the website is always competing with the other sites for resources, such as memory and CPU time.

Co-location: Co-location of a physical server is often expensive and requires managing and maintaining physical hardware. Co-location gives dedicated resources and a high degree of flexibility in how websites are deployed. Trade-offs to this approach include the redundancy of physical hardware. The configuration mirroring in several machines also requires considerable effort. Obvious benefits are the full administration and maintenance of a complete environment from the physical hardware to the installed software.

Virtualisation: A relatively new approach to hosting a website. With virtualisation, one can have many of the benefits that co-location offers, such as dedicated resources, without the burden of managing physical hardware. Virtualisation is the abstraction of physical computer resources into equivalent virtual resources. For example, a single physical server can be subdivided into multiple servers using virtualisation. These subdivisions are called virtual machines. A virtual machine behaves just like a physical machine from a user or administrator's perspective. Virtual machines, like physical machines, are isolated from each other. If software on one virtual machine malfunctions, it does not affect the execution of the other virtual machines located on the same physical machine. The following figure shows a typical combination of physical host and virtual machines.

5.7 Creation of promotional material

After analysing DG REGIO's tender specifications we consider that the promotional items could be grouped in three main categories:

- Promotional items based on our graphic design (pencils, panels, etc.) designed for events, conferences, etc.;
- Audiovisual items designed to promote DG REGIO's activities and results;
- Photographic reports designed to promote DG REGIO's activities and results.

5.7.1 Promotional items

The design of the promotional items will follow our production methodology developed for graphic design.

All sketches and house style will be adapted to the promotional items (banners, panels, USB keys, etc.). In this instance, special attention will be given to the implementation of the graphic charter into the different elements, as well as to the shipping and the installation of promotional items during DG REGIO's events and activities. In this instance, our cooperation with Primo Somadec under Lot 2 is a step towards our ambition of a seamless interfacing with other activities.

For all shipping we propose that ASCI!'s project manager will check if the documents directly delivered *in situ* correspond to our criteria in terms of number and quality.

5.7.2 Methodology for Audiovisual Output

Please find below our methodology for producing and developing audiovisual output. After analysing DG REGIO's different needs and prior to starting the different products or services requested, an action plan is developed. It covers the production of the different elements of the production process.

During the fact-finding phase and the determination of the different specifications, a large amount of information is collected. ASCI!'s teams have to analyse and "digest" this documentation.

It is in this context that the first ideas and creativity will emerge.

ASCI!'s staff articulates the different ideas and consults other members to strengthen the concepts and develop a clear and precise strategy.

For the purpose of DG REGIO's activities we propose that our journalistic team (writing and audiovisual) will continuously monitor all developments related to DG REGIO activities. This will allow us to put forward any new ideas and to propose new scripts and storyboards. The production phase could be divided into three separates steps:

- The first involves all the mandatory steps in realising an audiovisual product. This is also called pre-production and is linked to the administrative arrangements as well as to the designing of the script and the storyboard.
- The second involves the different steps in production.
- The third involves the post-production tasks (subtitles, voice over, sound, etc.).

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ASCI! offers a full range service in video-making, including any or all of the following:

- Research
- Concept
- Treatment
- Scriptwriting
- Casting
- Shooting
- Editing

5.7.3 How do we make it happen?

A good video is a product of concept, structure, content, style, and production. Awareness of the role of each results in stories that are targeted to the audience and to the goal of the video.

In order to understand how stories are handled, it helps to understand the method of gathering information and the organisation that determines the elements of the final product.

The following list is unabashedly simplistic. There is much more to good journalism of course but this seven-step process assures that the story will be right on target.

5.7.3.1 Audience Overview

The video is not an end product. It is a means to an end.

The producer, in collaboration with DG REGIO, will have to define the audiences (general public, managing authorities, all DG REGIO's target audience), in order to identify trends and sensitivity to different media. He/She will have to devise and implement effective message/audience strategies for communication in order to get the message across.

5.7.3.2 Content Overview

Content is what goes into the script. A video project with an unclear goal will turn the script into a kitchen sink full of extraneous information. What specific information must be communicated? This is the *what*, not the *how*.

5.7.3.3 Concept Overview

This is the device used to tell the story -- the *how*. The first steps give us the reality check needed to forge a creative concept that will hook the audience, deliver the content and match the budget.

- Examples of Concepts
- An on-camera host walking us through the story.
- Field reporters following an event.
- Dramatised vignette

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5.7.3.4 Style Overview

Style concerns the look and feel of the video. Many production styles are patterned after broadcast television styles such as news documentaries, video magazines, docudramas, commercials or infomercials.

The major style malady we may encounter is print-oriented writing. Print describes; video shows.

Complex sentences full of commas and clauses have no place in a video script. Short declarative sentences, phrases, and even one-word statements give punch to the narration.

The style is crucial to a successful programme.

5.7.3.5 Production Overview

Coordinator for all media and on-air productions. Work with producers to develop schedules for each project. Organise all production requests, schedule crew and facilities. Maintain up-to-date production file for all projects.

The production overview guarantees that the story is do-able, and that it maximises the producer's resources. Will the video be Hi-8, Betacam? One-day or five-day shoot? How many set-ups can be shot in a day? Will professional talent be employed? Will the post process employ stock footage, off-line, transcripts, non-linear, or graphics?

5.7.3.6 Location Overview

What kinds of location are available to the production? Corporate offices, boardrooms, shooting stage, stores, plants, or public spaces? Administrative arrangements

Based on the specifications received and discussed with DG REGIO, the team will have to:

- Book the crew if applicable
- Deal with administrative formalities (visas, ATA carnet, accreditations, etc.)
- Make travel arrangements and book hotels
- Contact the local correspondent to pinpointing locations for local filming (if applicable)

5.7.3.7 Final Synopsis

With content, design and structure already nailed down, we expect information to be free of bias and prejudice. What's in the story must adapt to what's recorded in the field and the final story reflects what's actually been shot, the stock footage found, the graphics created, and the testimonials recorded.

Talking about political balance, for example, there's no magic bullet to eliminate bias, and be objective and neutral. But if we produce something and we want it to survive the process, we have to produce it in such a way that is broadly satisfactory to people of many points of view. Pending questions: Identify the person in charge of political supervision? Final approval on the script? Final approval of the finished programme?

5.7.4 Production

This part of the methodology will only concentrate on filming news-related events as covering any other type of audiovisual project would lead us too far from the subject of this tender.

The process of filming all of the live-action shots is called production.

The steps related to the production phase will depend on the type of news coverage that will be scheduled.

But each production phase, independent from the type of project that is being filmed, will at least be composed of the following sub phases:

5.7.5 Shooting

In case of a brief interview, the reporter will be accompanied by one or two crew members (a few more if the recording is done inside a building as in this case there might be assistance needed to install and adjust lighting equipment).

In most cases the minimal crew for an interview will consist of a reporter, cameraman and sound engineer.

In more complex situations the recording may be done with an OB (Outside Broadcast) Van. Describing how the recording is technically done with an OB Van is out of the scope of this chapter.

If appropriate, the crew will also film some additional "stock shots" to document/illustrate the interview's location, topic, etc.

5.7.6 Debriefing

In many cases, a debriefing will immediately follow the shooting and the interviewee may even want to have a look at the pictures before they are edited.

5.7.7 Additional notice on exterior locations

When filming on location (exterior) it is important to ensure that the film crew has control over the environment - passing aircrafts, traffic, pedestrians, bad weather, city regulations, etc. may require changes to the filming schedule. This may not always be easy as the members of the cast may have strict deadlines and a limited availability. It is therefore important that before filming on location commences, these issues have been discussed and addressed in detail (and appropriate solutions worked out).

5.7.8 Post – Production

The postproduction steps involve:

5.7.8.1 Previewing the recorded material

As soon as the recording phase is over, the recorded material will be previewed by the video editor, the director and (if applicable) the assistant to the director. In case of small interviews, the reporter will be the director. At that moment, the basic editing will be discussed and logged (using the video's time code).

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Potential additional issues with regard to the final editing (mixing, music, voice-overs, etc.) will be discussed at this time as well.

5.7.8.2 Editing - Video

In the case of a very small project (such as a short "on-the-spot interview") the edit will mainly consist of a clean-up of the question/answer session.

In the case of live broadcasts, there may be an edit required for different distribution purposes (video on demand services, DVDs, etc.).

In all other cases, the video edit will take up much more time, as there may be lots of rushes to edit.

The reporter/director will attend the whole editing session in order to give clear instructions to the editor and to be able to react promptly in case of problems.

5.7.8.3 Editing - Audio

Most of the sound elements will already have been edited in the previous step, but in some cases there may be an additional sound edit required. Here are a few examples:

- in case original or existing music (for documentaries) needs to be added
- in case voice-overs need to be added
- in case special effects need to be added

Music extracts can be taken from public sound libraries or composed specifically for the project. Texts for the voice-over are, in most cases, written at the time of editing (as from that moment on, the director will know exactly which parts passed the cutting exercise).

With regard to "writing texts" we would like to refer to our dedicated methodology.

Special effects can have different sources: they can be found in public sound effects libraries or created by a "bruiteur" (who can create most sound effects using different types of – regular - objects).

Other sounds may include "environment sounds" (recorded at the filming location), additional (off-screen) comments from the interviewee, etc.

Once all different sounds have been recorded and added, the final edit will be mixed to ensure a good balance between foreground, background and effect sounds.

Then ASCII proposes to organise a preview with the client for visual check. Once it has been validated, the document can be encoded in ASCII encoding server.

5.7.8.4 Conversion

In case of digital transmissions, there may be a need to convert the final edit in a format suitable for streaming (and/or on-demand) broadcasts.
There are many tools available which can convert the audiovisual files into various digital formats (suitable for different connexion speeds, operating systems, etc.

Please find below a short description summarising the different steps of the production of an audiovisual product as well as the quality control points.

No.	Action	Description	Quality control
1.	CONTRACT SIGNATURE		
2.	MEETING/ briefing – Brussels	Detailed description of the priority messages, time constraints, publics aimed at, dates and places of meetings, personalities interviewed, filming locations, etc.	X
3.	PRE-PRODUCTION Filming Direction Distribution (if applicable)	<p>Reservation of filming teams and materials</p> <p>Logistics (transport and hotel)</p> <p>Administrative formalities (visas, ATA carnet, accreditation, etc.)</p> <p>Contacts with the local correspondent for pinpointing locations, local filming authorisation and transport</p> <p>Possible reservation of means for satellite transmission (mobile or fixed SNG)</p> <p>Writing a statement of intent/synopsis and storyboard to be validated by DG REGIO.</p> <p>Possible research for archive images (ASCI and DG REGIO)</p> <p>Organisation of the media plan for distribution</p> <p>Possible contact with MTV and Euronews, etc.</p> <p>Contact with EBS and possibly EBU</p> <p>Possible selection of enlargement and European (25) television companies by telephone, fax and e-mail with the editorial boards of the television stations selected (Enlargement countries, potential candidates + EU)</p>	X X X X X X X
4.	PRODUCTION/ DIRECTION	Filming Possible filming of images for illustration and ITV complement Reception, checking and selecting of archive plans First viewing of all the images available Writing the text and the ITV to be validated by the DG REGIO Translation of the validated script into the languages required Possibly editing of a model or editing of the finished project (VNR)	X X X X X X X
	DISTRIBUTION	Validation of the media plan by DG REGIO Possible contacts for implementing the media plan intended for EBS, EBU, CFI, enlargement and EU Possible transmission by satellite or by cassettes television companies that have confirmed the broadcasting of the VNR. Electronic mailing of scripts in the languages required Duplication and sending of the DVDs, copies in the	X X X

The grid is available continuously for every person involved in the project and for the European Parliament.

report.

For every project, a quality control grid is associated with the production. It follows each step of the process of production, from the reception of the order form to the delivery of the final

before the process is restarted.

The "controller" (production assistant) of ASCII, is in charge of quality control. For better efficiency in this task, the controller is not involved in the productions and follows all the steps of production. In the event of detection of an anomaly at one of the steps checked, he/she can demand the suspension of the process of production (for example, a camera that does not meet the standards before leaving for a report) and the restoration to the standards

5.7.9.1 Methodology

- The technical quality of the materials used for compliance with professional standards
- The technical quality of the supplies used
- The technical quality of the archive images selected and the rushes filmed
- The technical quality for broadcast standards (image and sound) of masters before any use

These procedures have been established in all ASCII's audiovisual activities since arrival of the new director Mr Juan Arcas. They make it possible to check, at each stage of implementation of a project:

No.	Action	Description	Quality control
		appropriate standards to the DG REGIO. Distribution of the VNR or documentary (EN, FR and/or other languages) Supplying of a master in each language, four-colour jackets + copies: 3 VHS and 3 DVD	X X
	FINAL REPORT	Impact assessment in terms of Web visits, hits, downloads, etc. (Feedback from the target audience) Possible follow-up of the TV networks targeted for broadcast certificates with day and times. Writing of the final report with the outcome of the TV broadcasts and the addressees of the productions supplied, with certificates possibly accompanied by copies parallel to those broadcast on air sent by the TV companies	X X X

Example of Quality Grid:

ASCI

Standard quality control grid

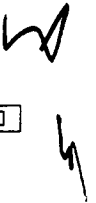
NAME OF THE PROJECT:

CLIENT:

NAME of the controller:

N°	Step	Mark/20	Remarks	Day/ Time
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	Pre production			
	Material for report/ distribution			
	Camera			
	Optical components			
	Lighting			
	Sound			
	Tripod			
	Other			
	Video cassettes			
	Fixed or mobile SNG			
	Pre production			
	Archive Images			
	Beta SP: No.			
	Beta dig. No.			
	DVC Pro No.			
	Following the plan			
	Follow-up of allocated budget			
	Production			
	Images filmed			
	a) K7 No...			
	Images			
	sound			
	b) K7 No....			
	Images			
	sound			



The photographer is then able to do her/his work under the best possible circumstances. Based on their experience (see the references of our partner Michael St Maur Shell) or after a thorough briefing with our in-house experts in cohesion policy, the photographer will be able to understand DG REGIO's requirements and expectations. Much as we do for audiovisual outputs, **we will develop editorial guidelines** based on DG REGIO's requirements for our non- Brussels based photographers, in order to guarantee the consistency of our photo coverage.

Our production desk books appointments, takes care of logistics (transportation, hotel reservation, the hiring of extra equipment abroad if necessary).

In the field of pre-production

Photography methodology is quite close to the audiovisual methodology we will employ (pre production, shooting and postproduction).

5.7.10 Photos

N°	Step	Mark/20	Remarks	Day/ Time
	Production			
	Editing			
	a) Images standards broadcast masters and duplications			
	b) Sound standards broadcast masters and duplications			
	c) Conformity to the European Parliaments specifications			
	d) Quality of the associated products: For ex. Jackets			
	Following the plan			
	Monitoring the allocated budget			
	Follow-up of distribution			
	a) Television companies (control)			
	b) Representations			
	c) Delegations of the EU in the enlargement countries			
	d) Other ...			
	e) Following the plan			
	f) Monitoring the budget			
	Validation of the final report			

Depending on the delivery deadline, post production will be taken on by the photographer themselves, or by our picture desk.

By "post production" we mean all the work to be done after the photo session itself such as the acquisition and digital processing of the raw pictures, editing and the choice of a final selection through professional software as Fotostation, I-view or Photo Mechanic, chromatic corrections (latest version of Photoshop) and image captioning.

This part of the work can be done by the photographer if the specifications require on-the-spot delivery within a tight timeframe. In that case the digital work would be carried out on laptops (17") specially designed for rush deliveries or hot news coverage.

The project manager will check if the photos meet DG REGIO's requirements. If post production is carried out by ASCI's picture desk, all chromatic corrections are made on calibrated Lacie Screens, to provide the best possible results.

Finally, the photographic work is delivered on CD's, DVD's, or FTP servers following DG REGIO's briefing. A copy of the final selection is also saved on our internal servers for 1 year in order to guarantee a back-up of the digital files.

Our photographers work with the latest professional digital cameras and deliver high resolution files:

- colour pictures RVB 98
- 8 to 12 million pixels original files
- minimum format A4 at 300 dpi

In order to improve the quality of DG REGIO's digital library, ASCI and Reporters can propose a joint analysis of its efficiency. The photo library should allow the target audience to preview the documents.

We could envisage checking:

- The structure of the database (at present divided into the following categories: theme, objective and country)
- Its graphic presentation (does it show the content to its best advantage?)
- The menu options
- The usability of the section (how easy is it to search for content? Results relating to keywords are essential to ensure the user will find the information for which they are searching. This is not the case at present. In the current database the search terms 'agriculture', 'economy' or 'culture' generate no results, while 'tourism' brings up just one picture.

Then we would propose improvements. These could be:

- Improving the search tool and the key words,
- Proposing more customisation options such as changing the layout to allow users to choose a default download size
- Proposing an enlarged image in a new window or in roll over fashion.

5.7.10.1 Assistance in the implementation of the communication strategy concerning the European cohesion policy for the period 2007-2013

DG REGIO asks the contractor to assist it in the implementation of the communication strategy for the European cohesion policy realised by the Member States. This mainly involves:

- making strategic recommendations for the implementation of communication plans,
- fostering the development of sophisticated and effective communications,
- implementing the recommendations of the INFORM network.

These aspects of the DG REGIO's communication strategy are crucial because they involve the development of proximity communication with the management authorities, and this proximity will allow the awareness of the various groups concerned by the European cohesion policy (project bearers, businesses, and also citizens) to be effectively raised. Regional policy results are very tangible but who knows that they have been implemented thanks to the European Union and DG REGIO. How does it impact on the economic development of the EU and how does it improve EU citizens' life?

For the realisation of this strategy, ASCII proposes to provide DG REGIO with a team of communication consultants led by Dr Olivier Le Saëc, a specialist in European Union communication; Olivier will also take responsibility for liaising with the communication research centres which are partners of ASCII (University of Montpellier and University of Louvain-la-Neuve).

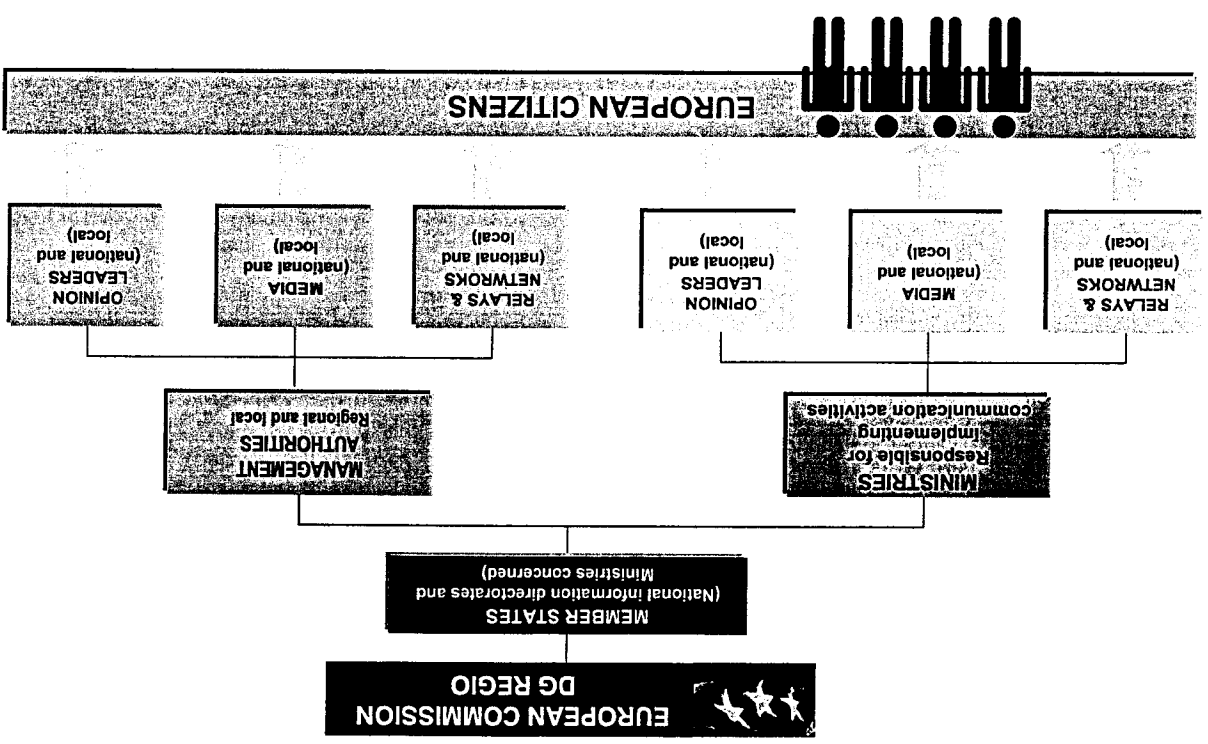
In this framework we understand that one of the obstacles to the organisation of promotional actions is the diversity of national and regional communication practices within the European Union. In parallel the European Union is setting up the INFORM (http://ec.europa.eu/regional_policy/country/commu/network_en.htm) network to bring together the main players in communication concerning cohesion policy on a European scale. This network could be one of the cornerstones of the development of national and regional communication policies on structural funds.

The European cohesion policy, with a budget of 308 billion [euros] for the period 2007-2013, constitutes the second largest budget expense for the European Union. These characteristics highlight the importance of developing and improving the visibility of European structural funds with the purpose of developing the visibility of the European Union's activities.

The latest work of the Vice-President of the European Commission, European Commissioner Wallström⁵, clearly highlights that communication is an element in its own right of the European Commission's strategy, but that the European Union's communication policy rests essentially on the Member States, on territorial and local councils, which are also "multipliers of opinion", and on information "gate keepers". Below you will find a schematic model of the current implementation of communication concerning cohesion policy.

⁵ White Paper on a European Communication Policy, COM (2006) 35 final, Brussels, 1/2/2006.

Communication on the cohesion policy Current state of Play



In the following sections, you will find the approach proposed by ASCII and its experts to develop and improve the visibility of and the knowledge on the European cohesion policy through innovative communication actions. Thus, we shall highlight the objectives of the communication strategy for the European cohesion policy for the period 2007-2013. Following this, you will take note of the method proposed and the actions and communication tools recommended to meet the objectives of the communication strategy for the DG REGIO.

5.7.10.2 The objectives of the communication strategy for the European cohesion policy

By studying the specifications of the present call for tenders, and through the analysis of the European Commission's various working documents in relation to communication activities for the European cohesion policy, it becomes apparent that 3 great objectives emerge among the preoccupations of the players responsible for the promotion of the European structural funds.

These 3 objectives of the communication strategy for the European cohesion policy for the period 2007-2013 are:

- to increase the visibility of the European Union and its activities,
- to enhance transparency,
- to improve communication activities and communication tools.

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Increasing the visibility of the European Union and its activities

It is apparent that, on the basis of its institutional prerogatives, information and communication activities are part of the Commission's institutional prerogatives, which Article 49.2.c of the Financial Regulation allows to be performed without a basic act.⁶ Thus it is confirmed that it is the responsibility of the European Commission to improve perception of the European Union and its institutions and their legitimacy by deepening knowledge and understanding of its tasks, structure and achievements and by establishing a dialogue with its citizens.⁷

Now, as far as the European cohesion policy for 2007-2013 is concerned, it is apparent that increasing the visibility of European structural funds would allow the enhancement of awareness among project bearers, and also among citizens, of the activities of the European Union, while at the same time sensitising and mobilising the media on the actions of the European Union in the life of European citizens.

Enhancing transparency

The second objective of the communication strategy for the European cohesion policy is to allow better control of the use of European Union funds, the management of which is shared with national, regional and local authorities.

The European Union's transparency policy⁸ and the various reference documents of the European Commission confirm the importance of supplying information on the management and use of Community funds. The Internet and the new technologies of information and communication (NTIC) appearing to be, as for Europe, instruments compatible with the transparency policy of the European Union's institutions⁹, it is recommended that NTICs, and primarily the Internet, be used to promote access to the information available on Community programmes and the beneficiaries of Community funds, the management of which is shared.

Improving communication activities and communication tools

Recently, it has been advanced that the special role of the Commission, emphasised by the European Council of June 2005, is to develop the broad plans of action and to coordinate the activities undertaken by all partners.¹⁰

Thus, it becomes clear that the DG REGIO has the responsibility of improving communication activities and communication tools with the aim of increasing the visibility of the European Commission and of enhancing transparency by allowing better monitoring of the use of European funds and financing.

So we may see that these 3 objectives of the communication strategy for the European cohesion policy are interdependent, since we cannot increase the visibility of the European Union without enhancing transparency and without improving communication activities and communication tools.

⁶ – Article 49.2 of the FR - Opinion of legal service, July 2003.
⁷ – Implementing the information and communication strategy for the EU. COM (2004) 196 final. Brussels, 20/4/2004, p.3
⁸ – White Paper on European Governance, COM (2001) 428 final. Brussels, 2001, & Draft Green Paper – European initiative on transparency, COM(2006), Brussels, 23/3/2006.
⁹ – White Paper on European Governance, COM (2001) 428 final. Brussels, 2001.
¹⁰ – White Paper on a European Communication Policy, COM (2006) 35 final. Brussels, 1/2/2006, p. 17.

5.7.10.3 Communication methods and activities recommended for the European cohesion policy

After taking note of the objectives of the communication strategy for the European cohesion policy for the period 2007-2013, we shall take note of the communication methods and activities recommended by ASCII and its experts.

We propose to you the development and enhancement of a cooperative working method between DG REGIO and the national, regional and local authorities in order to increase the visibility of the European Commission's activities by putting in place innovative communication activities and tools.

Developing and enhancing cooperation between the DG REGIO and the national, regional and local authorities in order to increase the visibility of the European Commission's activities

During the last programming period of the European structural funds, the Directorate General for Regional Policy made many efforts to develop the exchange of information between national, regional and local players responsible for information and publicity about the European structural funds in the Member States, in particular by creating the SFIT network. These efforts must be pursued and reinforced by developing the cooperation between these actors in the framework of the INFORM network, enlarged to include administrative authorities responsible for communication, because for Europe to rise to the challenge, all the actors involved need to have an agreed set of objectives and a shared 'toolbox' of measures they can take. It means working together in innovative ways.

As was emphasised by the European Council in its conclusions of June 2005, the responsibility for "communicating Europe" is a responsibility shared between Community institutions, in particular the Commission, and the national, regional and local authorities of the Member States.¹²

Moreover, as provided for in Article 10 of the implementation regulation 1828/2006, the creation of a Community network of communication officers will allow the communication officers responsible for the promotion of the structural funds of all the programmes operational in the 27 Member States to be brought together. Its main objective is to allow the actors to share their experiences in order to improve the quality of the communication activities in the Member States while at the same time allowing the DG REGIO to have more feedback on structural fund information and promotional activities in the Member States. What is more, enlarging the INFORM network and enhancing cooperation between its members will allow them to link up with existing national resources and help create new networks in order to develop the visibility of projects funded by the European Union and to improve knowledge of the benefits of Community involvement amongst potential beneficiaries and the public.

Therefore, the main goal of reinforcing the cooperative method is to develop cooperation between all the actors responsible for information and publicity about the EU 27's structural funds, to develop the exchange of good practices and "success stories" so as to facilitate the implementation of common and/or synergistic activities in the area of promotion of and information about the European structural funds, while at the same time enhancing transparency.

¹¹ - White Paper on a European Communication Policy, COM (2006) 35 final, Brussels, 1/2/2006, p. 14.
¹² - White Paper on a European Communication Policy, COM (2006) 35 final, Brussels, 1/2/2006, p. 17.

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¹³ – White Paper on a European Communication Policy, COM (2006) 35 final, Brussels, 1/2/2006, p. 10.
¹⁴ – White Paper on a European Communication Policy, COM (2006) 35 final, Brussels, 1/2/2006, p. 13.

- Referencing all national, regional and local actors connected with communication on the cohesion policy (national, regional and local management authorities)
- Developing a database of actors responsible for information and publicity about the European structural funds (Communication officers),
- Activating the networks of actors responsible for the promotion of structural funds,
- Assisting the DG REGIO during the organisation of conferences and/or information seminars.

Subactions and tools:

Moreover, the development of the INFORM network would give the DG REGIO a chance to influence and monitor the creation and drafting of national and regional communication plans for the promotion of structural funds in the Member States of the EU while they are being drafted by the administrative authorities. Finally, the strengthening of the INFORM network would allow influence on the coordination of the planning of communication campaigns with project funding campaigns.

So the gathering of national, regional and local actors in the INFORM network would allow quantitative and qualitative objectives to be set for information on and promotional activities for the European structural funds while at the same time allowing a wider circulation of the "success stories" among the actors concerned.

Thus, the development of the INFORM Network under the direction of the DG REGIO in partnership with ASCII would allow the definition of a strategic framework of the communication activities for the promotion of the European structural funds in the territories of the European Union. Moreover, the creation of national or topical INFORM networks will foster cooperation and the exchange of "success stories" (at the level of conception and implementation of communication plans, but also in relation to their impact) of the European cohesion policy while at the same time encouraging national, local actors and citizens to get to know one another. INFORM local relays will also be able to act as ambassadors of the EU at local level.

Since local and regional authorities are well placed to engage in dialogue with citizens and to actively involve local communities in EU issues¹⁴, ASCII strongly recommends the development of the INFORM network to reinforce cooperation and to make the most of "success stories" of the European cohesion policy while at the same time promoting mutual knowledge between the DG REGIO and the actors of national and local authorities.

Reinforcing and developing the INFORM network

Having taken note of the methods to realise the objectives of the communication strategy for the European cohesion policy, we shall now take note of the recommended actions and tools to realise this strategy. We shall see that in order to put European policies in a local context¹³, we propose to reinforce and develop the INFORM network, to create an INTRANET site for members of the INFORM network and to organise communication training courses for members of the INFORM network and others.

The recommended innovative communication activities and tools

Creating an INTRANET site for the communication actors of the European structural funds

Apart from the various downloadable documents on the DG REGIO site, the creation of an INTRANET site for members of the INFORM network, that is the national, regional and local management authorities, would allow the information on the European structural funds to be increased while offering members of INFORM support and help in the realisation of their communication activities.

Thus, ASCII recommends the creation of an INTRANET for members of the INFORM network in order to develop information and encourage the sharing of knowledge among the members of the network, while allowing transparency on the management of structural funds by the national, regional and local management authorities to be increased.

Moreover, the creation of an INTRANET by the DG REGIO would get around the problem of getting all members of the INFORM network from the 27 Member States to come to Brussels at the same time to attend information meetings. Thus, this tool would allow the DG REGIO to inform and maintain regular contact with the actors in the Member States beyond the annual meeting of the national representatives of the network. ASCII also proposes the creation and online distribution of a "newsletter" for members of the INFORM network to exchange "success stories" and information.

The INTRANET site should be a real support tool on the part of the DG REGIO for the national, regional and local management authorities in the fulfilment of their obligation to publicise the European structural funds. This INTRANET will also contain links to the Internet sites of the Member States supplying information on the beneficiaries of Community funds subject to shared management.¹⁵ (integration of websites providing information on the Structural Funds and lists of beneficiaries).

Subactions and tools:

- Creation of an INTRANET with login for members of the INFORM network (national, regional and local management authorities),
- Upload of model communication and media plans,
- Upload of "success stories" covering not only the results or impact of the implementation of plans, but also their conception,
- Online publication of a newsletter allowing certain success stories, the network members' recommendations etc. to be highlighted,
- Online publication of elements for the production of a graphic chart for the promotion of structural funds
- Creation of an online hotline and help facility for the realisation of communication plans

Organising the training of members of the INFORM network

In the framework of the INFORM network, we may imagine the DG REGIO with the aid of ASCII's experts, and in collaboration with the communication departments the University of Louvain, organising training seminars for the national, regional and local actors responsible for communication about the European structural funds.

¹⁵ – Draft Green Paper – European initiative on transparency, COM(2006), Brussels, 23/3/2006, p. 4.

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These training programmes would have several advantages for the DG REGIO:

- Helping in the realisation of efficient communication plans by the national, regional and local management authorities (for example offering tools and innovative techniques which could be deployed, or helping set key performance indicators in order to predict and self-evaluate the impact of communication plans),
- Studying and analysing difficulties encountered in launching communication campaigns and proposing solutions.
- Sharing experiences between players
- Improving the relevant knowledge of communication officers

The training programmes for INFORM network members would allow a qualitative improvement of the communication activities and tools realised by national, regional and local actors for the promotion of structural funds. Moreover, these training programmes, organised in collaboration with universities, would allow the DG REGIO to organise the evaluation of communication activities, tools and plans realised by members of the network. ASCII could also help evaluate the success stories. In this framework a form could be sent to communication officers to find out who supervised the working out of the communication plan (the management authorities, an association?, who worked out the communication plan—the authorities, a communication agency? what were the obstacles, the realisations and the self-evaluated impact, the obstacles encountered). In this framework, it will also be necessary to take and possibly deploy the evaluations realised by the contractor responsible for Lot 4.

In this framework tools or innovative solutions (proposed by the research centres or by ASCII) may be presented.

Subactions and tools:

- Organisation of communication training seminars for INFORM network members
- Identifying success stories
- Organisation of seminars studying and analysing the "success stories"
- Organisation of training seminars on drafting communication plans for INFORM network members
- Study and explanation of innovative strategies and activities resulting from fifteen years of regional experimentation
- Benchmarking with other campaigns in which innovative ideas were developed (identified by ASCII or the research centres)

Conclusion:

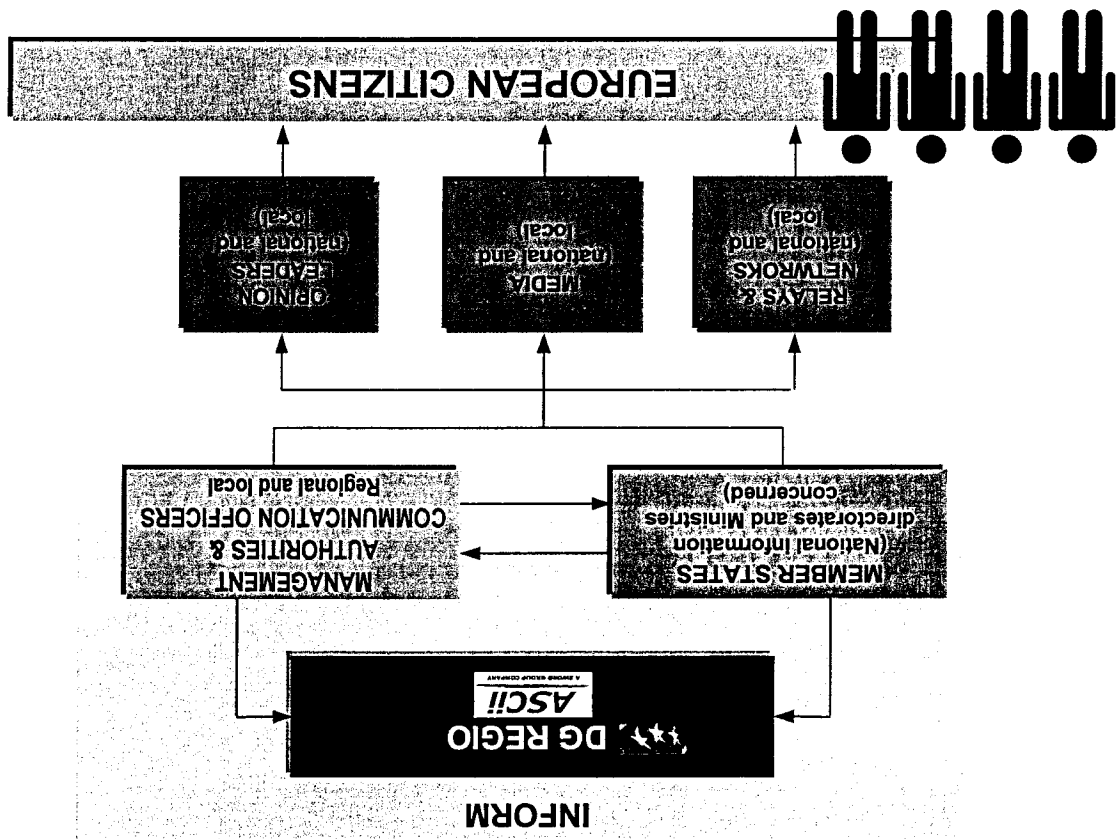
The communication strategy for the European cohesion policy proposed by ASCII and its experts rests on the desire to put *European policies in a local context*¹⁶ in collaboration with the national, regional and local authorities, in innovative ways.¹⁷

Thus, fostering cooperation between the European Commission and the national, regional and local authorities would allow the DG REGIO to influence the creation of a synergy between the various actors responsible for information and publicity about the European structural funds. Moreover, the enlargement and strengthening of the INFORM network, accompanied by the creation of an INTRANET and the organisation of training for its members would allow DG REGIO to offer national and local actors more support while allowing it to better monitor the communication and publicity activities of the latter.

¹⁶ – White Paper on a European Communication Policy, COM (2006) 35 final, Brussels, 1/2/2006, p. 10.
¹⁷ – White Paper on a European Communication Policy, COM (2006) 35 final, Brussels, 1/2/2006, p. 14.

Therefore, the implementation of the communication strategy will result in the improvement of the perception of the European Union and its institutions and their legitimacy by deepening knowledge and understanding of its tasks, structure and achievements.¹⁸

New communication strategy in the framework of INFORM



¹⁸ – Implementing the information and communication strategy for the European Union, COM (2004) 196 final, Brussels, 20/4/2004, p.3

6 ALLOCATION OF RESOURCES WITHIN ASCII

The objective of this section is to describe the profiles foreseen by ASCII as necessary for producing high quality communication and information products required by this call for tender, and to outline the role and main responsibilities of each function. The section also presents the people assigned to each of the positions together with a brief reference to the work experience and skills that were taken into account when selecting people for specific roles.

In order to assign the best people for each position, ASCII has undertaken a rigorous process of analysing the CVs and records of its staff and partners, paying particular attention to the following criteria:

- Work experience in similar projects, positions and activities;
- References on their performance;
- Know-how of DG REGIO's activity;
- Sound understanding of European institution work;
- Experience in the management of pan-European projects.

ASCII proposes a minimum of two employees for each position. This approach has a dual aim: firstly, to ensure continuity of activities and availability of experienced profiles for similar projects that might run simultaneously, and secondly, to reduce the risks associated with a lack of personnel due to *force majeure*.

6.1 Managerial and coordination related profiles

The managerial positions have been classified as follows:

- **Contract Manager:** the role of this profile is to manage and coordinate all the work person for DG REGIO representatives for any horizontal issue related to the framework contract, and in some cases, may take on the role of Project Manager for specific projects and tasks.
- **Project Managers:** appointed by the Contract Manager and the sole contact points with the client for specific projects. Their role is to define and plan the project, and once the project has started, to manage, coordinate and supervise the work of the project team.
- **Editor-in-Chief:** in charge of ensuring the consistency of the style and message of the different editorial and information products, and of providing advice on all content/editorial issues.
- **Artistic Director:** in charge of proposing the graphical concepts, charts and house styles to be implemented in the different communication and information products. This person will direct and oversee the work of the graphic designers, illustrators, computer graphic designers and photographers.

- **Audiovisual Director:** oversee and participate in the design of the audiovisual products to be delivered to DG REGIO

- **Technical Director:** responsible for advising on and proposing technical solutions and for overseeing the design and maintenance of IT products (web, databases, hosting etc) for DG REGIO.


- **Coordinators:** in charge of coordinating the work of the teams carrying out horizontal tasks; this means tasks required during several parts of a project or several specific projects running simultaneously. For example, these people will coordinate the work of the teams of translators, journalists, graphic designers etc.

6.1.1 ASCI's Contract Manager

Role: Oversees and manages the overall contract and specific projects with a view to ensuring consistency and compliance with the quality criteria and the budget. He is the single contact point for the client for all horizontal issues.

Key responsibilities:

- Be the sole contact point for DG REGIO for issues related to the framework contract;
- Assess and provide advice to the DG REGIO Head of Unit following initial service requests;
- Receive and handle all formal requests for quotations and order forms or the production of specific products;
- Coordinate the preparation of the quotations for specific orders, describing: the stages of the project, estimated staffing needs, and prices;
- Appoint project managers and allocate the resources for each specific project;
- Prioritise work and plan resources;
- Oversee the development of all specific projects;
- Guarantee the timely delivery of all products, respect for the budgets and compliance with strict quality standards;
- Validate the technical reports submitted at the end of each specific project;
- Ensure the overall consistency of all products with the European Commission and DG REGIO's policies and expectations in the area;
- Handle all horizontal issues and solve any problems that may arise;
- Analyse the DG REGIO half-year review results for implementing corrective and preventative actions;
- Act as a proactive adviser to DG REGIO officials in the fields of activity covered by the contract.

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POSITION	NAME	EXPERIENCE
CONTRACT MANAGER	Guy DE SAN	Mr de San has more than 10 years experience in the field of corporate and institutional communication affairs. He has been Project Manager and/or Account Manager in charge of several long-term framework contracts of the European Institutions and particularly of DG REGIO. For example, he was appointed Production Manager for DG REGIO framework contract work from 1996 until 2002 at the company "Qwentès" (web design, brochures, promotional items, etc.) and later on Project Manager at the company "ESN" where he was in charge of DG REGIO's promotional contract (2005) . He is currently ASCII's General Manager and is responsible for production and resources management.
CONTRACT MANAGER Back up	Fabrice REGNIER	M. Régnier has significant experience in project management with the European institutions. As Project Director for a DG COM project, M. Régnier has managed a long-term project with a very high budget, and coordinated a diverse team of around 60 people (editors, translators, web editors, graphic designers, developers). In addition, M. Régnier has managed a number of projects for DG MARKT, DG ENTR and OPOCE. He is also in charge of the SCADPlus project which has more than 600 multilingual fact sheets related to cohesion policy. M. Régnier's professional experience is reinforced by his academic background and knowledge of the European Union, having obtained a PhD in Political Sciences.

6.1.2 Project Managers

Role:
Define and plan a specific project (or assignment within a project); direct, coordinate and monitor the tasks carried out; manage project resources; act as single contact point for DG REGIO for operational issues related to a specific project.

Key responsibilities:

- Analysis of client requirements and definition of the project;
- Preparation of the project development plan: workflow and time schedule of the project;
- Preparation of the Project Quality Plan¹⁹ (if required) with assistance from the Quality Manager;
- Allocation, organisation and management of resources (with assistance from the contract manager);
- Organisation and coordination of the work in a specific project;
- Assurance and monitoring of the implementation of the project plan and project quality plan;
- Guaranteeing the timely delivery of all products, respect for the budgets and compliance with the quality requirements and standards;
- Preparation of progress, technical and financial reports;

¹⁹ A general Project Quality Plan for the whole contract will be drafted in the initialisation phase of the framework contract; depending on the complexity of the specific project, the appointed project manager and the Quality Manager will assess the need to have a project-specific quality plan.

- Preparation and holding of project progress meetings with the client;
- Providing proactive advice to DG REGIO officials in the fields of activity covered by the contract;
- Identification and evaluation of problems and definition of solutions and preventive measures;
- Management of freelancers, subcontractors and copyright issues;
- Identification of training needs for the project team and follow-up of employee performances;
- Writing the technical report;
- Single contact point for DG REGIO throughout all stages of a specific assignment.

POSITION	NAME	EXPERIENCE
PROJECT MANAGER For printed publications, and (brochures, posters, etc.) and web design related projects	Caroline TAYLOR	<p>Experienced Project Manager specialised in managing communication projects for the European Union. Capable of managing long-term projects that bring together a wide variety of collaborators to produce a wide range of high quality products (internet sites, brochures, posters, logos, etc.). Project management skills reinforced by a background in European affairs and writing for the EU. Caroline is English mother tongue, and speaks and writes French fluently. Mrs Taylor is currently Project Manager of the Publications project of the DG COMM framework contract; she also directs the production of a periodical magazine for DG Environment entitled "Environment for Europeans", and also the production of several types of publications for the Intelligent Energy Executive Agency (Newsletters, reports etc.).</p>
PROJECT MANAGER For web design related projects	Lotfi KEMICHA	<p>As Project Manager for the DG COMM EUROPA project, Mr Kemicha manages a long-term project and coordinates a wide range of different contributors – from content and web editors to developers and web designers. Within EUROPA, he oversees the production of several types of products destined for the general public, including Internet sites, portals and interactive sites. Mr Kemicha's professional experience is reinforced by his academic background, having obtained an undergraduate degree in Law, and a Masters in European Law.</p>
PROJECT MANAGER For printed publications (brochures, posters, etc.), web design and event coverage projects	Nicolas VINCENT	<p>Mr Vincent has been working at ASCI! since January 2000. Initially employed as a Content Editor for the SCADPlus project, he was subsequently promoted to Editor-in-Chief of the SCADPlus website, leading a team of 15 editors. In 2002, he took up the position of Director of the Editorial Department (25 editors). Currently project leader in several key projects, he runs the OEIL Legislative Observatory for the European Parliament. This is a unique website that closely monitors all legislative decisions, as well as reports drafted by MEPs. Other recent projects under his supervision involved the Parliament's DG TRED and DG INFO. For the former, Nicolas Vincent is involved in a long-term project with the Intranet Unit. The aim is to relaunch the Parliament's intranet site. He also managed the "e-Learning Conference" project for the Commission's DG INFO. This involved coordinating 60 conference speakers, DG INFO, SCIC, the 500 participants and the various subcontractors; the project also involved the production of the Conference website, paper and electronic versions of the newsletter, graphic design and the content of the communication tools.</p>

POSITION	NAME	EXPERIENCE
<p>PROJECT MANAGER For printed publications, and (brochures, posters, etc) web design related projects.</p>	<p>DE MARI Valentina</p>	<p>Ms de Mari is a Project Manager specialised in managing communication and education projects for the European Union. She is skilled in running information campaigns targeting MEPs, EU officials, ministries, public organisations, private companies and the media, as well as liaising with different audiences. Specialist areas: preparing communication strategies, writing and editing articles, Website content and newsletters, analysing, simplifying and communicating complex information, building and maintaining networks for information exchange, speaking and giving presentations. Her project management skills are reinforced by a background in European law.</p>
<p>PROJECT MANAGER For printed publications, and (brochures, posters, etc) related projects</p>	<p>EMMANUEL STARK</p>	<p>Emmanuel Stark has a long and successful experience in managing and coordinating pan-European projects for institutional or private clients. Previously Founder and Managing Director of DDB Focus Europe (DDB - Belgium entity specialised in institutional & Corporate Communication), Emmanuel has worked for various European and European institutions since 1998: European Commission DG RELEX, ENV, INDUS, RECH, AGRI; European Investment Bank; Brussels Capital Region; Service Fédéral d'Information (Belgian Federal Government); ACP Secretary General; COLEACP/PIP; Group of the European Socialist Parties, European Parliament. In the private sector, Emmanuel has managed the following international accounts (minimum 6 countries): Dexia Direct Bank (France); Dexia Banque Internationale in Luxembourg; Adobe Systems EMEA; Liberty Channel; DHL Europe; Scitex Europe; Sony Europe.</p>
<p>PROJECT MANAGER For printed publications, and (brochures, posters, etc) web design related projects</p>	<p>NICOLÒ GASPARINI</p>	<p>Content Editor specialising in managing communication projects both for EU institutions and private companies (Internet sites, posters, etc.), very good command of several aspects of project management and a strong background in European affairs and writing for the EU. While working as a Communication Officer for "Informest", the Centre for International Economic Development, Information Services Dept, Mr Gasparini gained very relevant working experience and understandings of the Balkan area.</p>
<p>PROJECT MANAGER For printed publications, and (brochures, posters, etc) web design related projects</p>	<p>MARTA ALONSO</p>	<p>Mrs Alonso has vast experience as Project Manager, such as the Newsteam project on behalf of the European Commission's DG COMM. This project deals with the daily management and development of sites and news sections of the EUROPA web portal). She also worked as Chief Editor of the EUROPA Newsletter publication (main EU news bulletin on the Internet) and was responsible for the web communication strategy for EC President José Manuel Barroso and Vice President responsible for Communication, Margot Wallström.</p>

POSITION	NAME	EXPERIENCE
PROJECT MANAGER <i>For web design and multimedia product related projects</i>	Philippe VANDEPUTTE	<p>Mr Vandeputte has experience as Project Manager of European Institution projects; for instance, as Project Manager of the European University Association, Mr Vandeputte has managed a Web Content Management System project (Open Source) involving a variety of technical profiles, both in-house and with subcontractors. He is also Project Manager of projects for the UNDP (presentation cards design) and Mini Europe (interactive site for children). In addition, Mr Vandeputte is in charge of the recruitment and training for the IT Pool employees. As IT Pool coordinator, Philippe Vandeputte has been in charge of a team of 25 people of multiple technical profiles (designers, web editors, accessibility experts, and web editors). He has experience as a System Administrator, notably being responsible for managing the infrastructure, hardware, software, information and telecoms inside ASCI. Mr Vandeputte successfully completed a nine-month professional course on Web Site Administration. He has more than 10 years experience in the computing and pre-press fields.</p>
IT PROJECT MANAGEMENT	Tony CLAES	<p>Given his combination of a 'solid' technical background and strong interest in applicable business domains, his major focus is the management of 'medium size' projects, implementing the process from initial business requirements through to the final software implementation.</p>

6.1.3 Editorial coordinator

Role:
Ensure the consistency of the editorial style and messages of the publications and any other material distributed during events and information/communication campaigns.

Key responsibilities:

- Ensure the quality of all the editorial production for publications, events and campaigns (in English).
- Manage the production of DG REGIO's publications (reports, brochures, promotional items, etc.).
- Manage the network of journalists.
- Manage the training of junior journalists

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POSITION	NAME	EXPERIENCE
EDITORIAL COORDINATOR (FR)	Jean Luc JANOT	Mr Jeannot is an experienced senior journalist, working as Project Leader for the AEIDL/DG REGIO contract (2002-2007). He has worked on projects where tasks included writing and/or editing texts (reports, articles and publications), visiting and reporting on local development projects, co-ordinating the contents of various publications (magazine, newsletters, directories, guides...), participating in the design and selection of communication tools and strategy, etc. He also has experience in the production of radio shows.
EDITORIAL COORDINATOR (FR) Back up person	Pierre ERGO	Mr Ergo is a senior journalist with relevant and vast experience in European institution related projects. He has worked for the AEIDL/DG REGIO for several years (2003-2007) where his duties have involved the production of content for the monthly bulletin, the magazine "InfoREGIO Panorama", theme brochures "success stories", briefs for the site InfoREGIO, etc. He also worked on the production of editorial content for the site, "Linking Local Actors" (DG EMPL). As an employee of the company Qwentès (1998 – 2002) he was in charge of writing the monthly newsletter of DG AGRI and DG REGIO, and the production of content for other communication products of DG EAC, the Walloon government, and several other public institutions.
EDITORIAL COORDINATOR (EN)	Toby JOHNSON	Mr Johnson is a technical assistance expert for the <i>Entrepreneurship – Social Economy</i> theme of EQUAL, the Community Initiative against labour market discrimination. This involves preparation of reports, analyses, case studies and articles on transnational projects and Member State actions. He has a thorough knowledge of project analysis, evaluation and monitoring, and a thorough understanding of European Commission procedures (former National Expert and Auxiliary). He possesses sound language, journalism and editing skills; he has published extensively on the social economy and other European subjects and has 30 years experience in business, editing, the co-operative movement, policy-making and consultancy.
EDITORIAL COORDINATOR (EN) Back up person	Allen MERCER	Mr Mercer has worked for several years for the European Commission's Technical Assistance Office for the ADAPT and EMPLOYMENT Community Initiatives; while working for this institution, he coordinated the information and publications activities in liaison with DG Employment and the agency contracted to fulfil this DG's communication requirements. He is experienced in the editing of different types of publications such as guides, handbooks, etc.

6.1.4 Linguistic Coordinator

Considering the geographical coverage of communication activities to be executed under DG REGIO's Framework Contract, the effective management of translations will be a crucial aspect; ASCII therefore uses the expertise of an experienced Linguistic Coordinator to ensure the consistency and quality of the editorial production.

Role:

Ensure the consistency and quality of translations and management of the translation workflow.

Key responsibilities:

- Allocating the workload among translators;
- Selecting the most appropriate translators given the subject and type of documents to be translated;
- Ensuring quality translations;
- Conducting random quality checks.

POSITION	NAME	EXPERIENCE
LINGUISTIC COORDINATOR	Maria GALLO	Ms Gallo has vast experience in projects of the European institutions. She has been the linguistic coordinator for several projects of the DG COMM framework contract and Project Manager of projects such as DG ENTR's Your Europe project, for which Ms Gallo coordinated a team of editors and journalists, documentation administrators and web editors. Within the Your Europe project, Ms Gallo supervised the production of a large number of documents at European level. She also acted as main contact with the Member States in charge of producing or updating documents at national level, as well as the management of the document flow. The verification of documents and their online publication and archiving are also taken care of by Ms Gallo's team. As Project Manager, she has experience in managing budgets, contracts and working to tight deadlines. Currently she is in charge of translations and proofreading projects for the World Intellectual Property Organisation and for DG INFSO.
LINGUISTIC COORDINATOR (Back-up person)	Ana ALONSO	Ms Alonso is currently responsible for linguistic coordination of the SCADPlus project (DG COMM framework contract) which involves the coordination, training, assistance and monitoring of a team of 14 translators. Trained in coordinating the translation work of different projects for the European Union, she has also developed expertise as a Translator and Proofreader, specialising in European Union texts. She has a good command of localisation products and the different steps in delivering a multilingual product: planning, development, follow-up, completion and quality check.

6.1.5 Artistic director

Role:

To oversee the design, branding and advertising of the material developed for the DG REGIO information/communication campaign, ensuring that they fit in with the client's requirements and image they wish to promote.

Main responsibilities:

- To interpret DG REGIO's communication strategy and then develop creative approaches and processes for each specific project that align with the strategy;
- To initiate and stimulate creative ideas for and from everyone involved in the creative process;
- To write reports on the quality of communication products;
- To propose new graphic designs;
- To design and develop a graphics charter;
- To propose and design communication products;
- To oversee other creative positions within ASCII (graphic designers);
- To ensure that the design of the different communication products (brochures, websites, posters, stands, etc.) is in line with the existing graphics charter and technical requirements;
- To ensure quality of the final creative work.

POSITION	NAME	EXPERIENCE
ARTISTIC DIRECTOR	Thomas DURIEX	Mr Duriex is an experienced graphic designer and has been the artistic director of different projects of European institutions such as DG RECH, EAC, European Investment Bank (for DDB Belgium), European Parliament EPP/ED Group, Eurocommerce, Health Consumer Powerhouse, IECA, etc.
ARTISTIC DIRECTOR (Back-up person)	Emmanuel TRÉPANT	Mr Trépant is an experienced graphic designer for internet, pre-press and multimedia-related products. He is in charge of the design and layout of website visual identities as well as overseeing printing tasks. He has extensive experience in the production of graphic material for the European institutions; for example, the design of brochures, cards and posters for the EUROPA project, graphic elements for the EUROPA sites and the interactive site for children EuropaGO (including the development of games), creating various visual identities: logos for EUROPA, Your Voice, DG SANCO, Platform on Diet, ECC-Net; and the design of various templates for the EUROPA site and the European Commission site.

6.1.6 Technical coordinator

Role: To design, organise and manage the implementation of IT services and monitor their performance.

- Main responsibilities:**
- Design the IT services (web, content management systems, databases, hosting etc);
 - Organise and coordinate the work of project teams and the technical team;
 - Monitor the performance and quality of the IT services;
 - Ensure the continuous updating and improvement of the information and services provided online.

POSITION	NAME	EXPERIENCE
TECHNICAL DIRECTOR	Marc WALRAVEN	Mr Walraven started his career as Webmaster & Technical Coordinator for the EUROPA framework contract. He assisted the technical team in building multilingual and large-scale web projects and was responsible for the technical quality. He has been in charge of projects such as EUR-lex, the redesign of the European Economic and Social Committee website, and the migration of the European Commission Representations' websites into the Web Content Management System "Documentum". Mr Walraven is also specialised in Web Accessibility & Usability related issues. He advises the European Institutions on these matters (e.g. he participated in the revision of the accessibility issues of the IPG and wrote a report on the accessibility of the EUR-Lex Website) and is one of the independent external experts evaluating the European FP-6 funded project "WAB CLUSTER" (and its 3 subprojects) for DG INFO.
TECHNICAL DIRECTOR (Back up)	Samuel RONGE	Mr Rongé is an experienced webmaster and developer of large information web sites. He has management experience including team coordination, definition of milestones and requirements with technical and time constraints. He is currently in charge of the technical coordination of one of ASCII's major projects in website development "EUROPA" (DG COMM). Mr Rongé has in-depth technical knowledge of the Web Starter Kit, open standards such as W3C's HTML, CSS, XML, XSLT, WAI-WAG and has vast experience in the field of web design. He has also trained Commission officials on the use of the Web starter kit and actively participated in the revision of the documents for the IPG.
TECHNICAL DIRECTOR (Back up)	Thierry GUIOT	Mr Guiot has 21 years of professional experience in IT and more than 12 years as Project Manager. Over the last 7 years, he has evolved into Program Manager work where he has to coordinate the development and maintenance of different applications and allocate resources to various projects. He is currently managing a department of around 50 persons carrying out the analysis, development and maintenance of software systems in a multi-cultural and international environment. He is also regularly assigned to critical missions to fix difficult situations or to make sure that very tight deadlines are met. From his former professional experience in the industrial and financial sectors, he also has solid experience in the design and implementation of databases as well as real-time applications, using case tools.

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6.1.7 Audiovisual coordinator

Role:

Plan and produce audio, visual and audiovisual communication products

Main responsibilities:

- Develop production ideas based on the projects' objectives;
- Conduct research or use knowledge and training to determine the format, approach, content, level and medium which will be most effective, meet objectives and remain within budget;
- Plan and develop, or manage assistants who develop preproduction ideas into outlines, scripts, continuity, storyboards and graphics;
- Locate and secure settings, properties, effects and other production necessities;
- Direct and coordinate activities of assistants and other personnel during production;
- Review, evaluate and manage modifications to material produced independently by other personnel if necessary;
- Construct and set up sets, lighting equipment and other equipment.

POSITION	NAME	EXPERIENCE
AUDIOVISUAL DIRECTOR	Patrick DELFOSSE	Mr Delfosse is an independent journalist and audiovisual producer, he has worked for several European institutions: European Parliament (production of a monthly programme of 8 minutes in FR, EN and DE), Audiovisual Services of the European Commission (journalist and producer; development of around 30 image galleries and documentaries on different European topics).
AUDIOVISUAL DIRECTOR (Back up)	Yannick VAN DIJK	Mr Van Dijk has a diploma in Economic and Financial Sciences and currently works as an audiovisual consultant and producer. He has vast experience producing audiovisual material for different European institutions; some examples: DG REGIO framework contract for the production of audiovisual material, info clips, video kits, etc.; production of the OLA's presentation video; DG DEV framework contract: production of documentaries - Zambia, Niger, Haiti, etc; European Parliament Film Presentation of the EP.

6.2 Support and advice related profiles

6.2.1 Communication adviser and networking experts

Role: Assist Project Managers and DG REGIO when implementing its communication strategy

Main Occupations:

- Act as a resource for Project Managers and for DG REGIO by providing advice on the definition of communication strategies and tools;
- Regularly identify and analyse the communication and information needs of DG REGIO;
- Identify experts and partners for the project;
- Address strategic communication guidelines;
- Work with Project Managers to follow the implementation or communication activities in order to capitalise on best practices and take corrective actions;
- Assess DG REGIO's information products and communication strategy.

POSITION	NAME	EXPERIENCE
COMMUNICATION ADVISER	Juan ARCAS	Mr Arcas is the current Managing Director of ASCII; over recent years, he has been responsible for overseeing the management and decision-making of many major EC projects. He has both launched and managed numerous communication projects. He oversaw the communications campaign for the launch of the euro. He was responsible for the running of the InfEuro bimonthly magazine for the European Commission between 1997 and 2001. Mr Arcas was formerly Business Development Manager at European Service Network, a services provider for the European Commission. His duties included drafting, overseeing and coordinating framework contracts (notably for the JLS, ECFIN, REGIO, TREN and ENV DGs). Prior to that, Mr Arcas was in charge of information and communication activities in the European Commission's technical assistance offices (PETRA, Youth for Europe, Adapt and Employment).
COMMUNICATION ADVISER	Gael AUTRET	Gael Autret has spent more than 2 years in French Regions Representation offices as a liaison officer in charge of regional policy. As marketing manager for ASCII, he is in charge of developing information/communication plans and projects for ASCII's clients (EuropeAid, Intelligence Executive Energy Agency etc).
COMMUNICATION ADVISER	Olivier LE SAËC	Mr Le Saëc has a PhD in Information and Communication, with a focus on EU institution communication. He is an active member of several research centres focused on communication issues in Louvain – La Neuve and Montpellier. He developed and successfully implemented a regional communication plan related to structural funds for Euro RSG (Languedoc-Roussillon Region)
NETWORK DEVELOPER	Tomas GAUBE	As Managing Director of Kraft&Werk, a communication company based in Maribor and ASCII's partner during the euro-campaign in Slovenia, he will advise ASCII when looking for partners and information related to the Balkan area.

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POSITION	NAME	EXPERIENCE
NETWORK DEVELOPER	Laurent AVIGNON	Mr Avignon has 18 years experience in the field of institutional Communication and Strategy. Based in Paris, Laurent is the Managing Director of ProPager. He has long-term experience with international communication and events projects, including being in charge of organising the European Competition of the Young Consumer on behalf of the European Commission (Health and Consumption Department). He is in charge of ProPager's contract with DG DEV, DG JLS etc.
NETWORK DEVELOPER	Renata BOJCZUK	Based in Warsaw, Renata is the Development Director in the communication agency Propagator in Warsaw (projects for European Commission DG JFS and DG Dev in cooperation with ProPager). She has been working on the coordination of the Eurojeune network and the organisation of the European Competition for the Rights of the Child, promotions, assistance in the organisation of the jury and Award Ceremony for the Lorenzo Natali Prize, assistance in the production of documentaries for the EC, and promotions within European media of these documentaries. She is also in charge of identifying new partners and providing assistance during the production of audiovisual or photo material.
NETWORK DEVELOPER	Klara URBANOVA	Based in Prague, Klara works in the head office of ProPager where she is in charge of the Coordination of the European Commission (Directorate General for Justice, Freedom and Security) information campaigns, presentation of projects for media, organisation of European Commission conferences, reporting, translation and processing of background papers (in English and French)

6.2.2 Quality Manager

Ensure the implementation of ASCII's quality management system in all projects and by all ASCII's partners.

Main responsibilities:

- In coordination with project managers, determining and planning the quality management provisions for each specific project;
- Preparing the Project Quality Plan together with the Project Managers;
- Promoting the implementation of the quality provisions;
- Follow-up on the implementation of the quality assurance measures by means of quality internal audits;
- Assisting with the definition of corrective and preventive actions in cases where the quality assurance measures are not applied;
- Providing training on quality management issues to the project teams or to the ASCII's partners;
- Training ASCII's internal quality auditors.

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ASCII proposes a highly qualified team of journalists in order to fulfil DG REGIO's requirements; they are members of the IPS press agency specialised in development issues; they have a thorough understanding of the field of activities covered by DG REGIO and they will be assisted by our worldwide network of journalists (see section on editorial coordination and refer to the CVs enclosed in Part I: Administrative offer);

- Information watch: Research, analysis and information gathering;
- Identifying other useful sources of information (sites, publications, contacts, etc.) other than those provided by DG REGIO;
- Writing articles and content for brochures, leaflets and other promotional items;
- Conducting interviews to collect input information for the production of editorial content;
- Keeping electronic news columns constantly updated by drafting and uploading new items;
- Defining meta data, hyperlinks and ALT texts for web pages;
- Making a preliminary selection of photos, illustrations, and graphical elements that best illustrate the theme, in cooperation with graphics designers;
- Rewriting existing texts;
- Drafting and following up promotional and presentational material (slides, speakers, kits, information packs, etc.), including correction of drafts;
- Drafting reports regarding DG REGIO's communication activities;
- Senior journalists: training junior journalists;
- Quality assurance and controls of editorial content produced.

Key responsibilities:

Role: Production of editorial content for the different communication and information products in English, French and German; review of the accuracy and suitability of final text versions in languages other than EN, FR or DE.

6.3.1 Journalists

6.3 Journalism and editorial content production profiles

POSITION	NAME	EXPERIENCE
QUALITY MANAGER	Valeria LEMAITRE	Ms. Lemaître is responsible for the implementation and maintenance of ASCII's Quality Management System in accordance with the ISO 9001 standard. She has assisted project managers with the identification and implementation of project quality assurance measures and the preparation of Project Quality Plans for projects such as Publications, SCADPlus - DG COMM, and Your Europe - DG ENTR. Ms. Lemaître is also in charge of the preparation of working procedures, templates, checklists for ensuring sound company operations and project processes. Ms. Lemaître has a Bachelor degree in Commercial Engineering and a Master degree in Globalisation Management and Development

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POSITION	NAME	EXPERIENCE
JOURNALIST (Paper/web)	Pierre ERGO	Mr Ergo is a senior journalist with relevant and vast experience in European institution related projects. He has worked for AEIDL/DG REGIO for several years (2003-2007) where his duties involved the production of content for the monthly bulletin, the magazine "Inforegio Panorama", theme brochures "success stories", briefs for the site Inforegio, etc. He also worked on the production of editorial content for the site "Linking Local Actors" (DG EMPL). As an employee of the company Qwenès (1998 - 2002) he was in charge of writing the monthly newsletter of DG AGRI and DG REGIO, and the production of content for other communication products of DG EAC, the Walloon government, and several other public institutions.
JOURNALIST (Paper/web)	Jon ELDRIDGE	Freelance journalist and editor currently writing for the AEIDL, and editing and report writing for the Natura 2000 newsletter and brochure publications. Meeting media (headquarters), interviews and destination reports for meetings, industry publications; Unico banking group; editing Quarterly Bulletin; news gathering for Fleishman Hillard's Financial Services Update.
JOURNALIST (Paper/web)	Wendy JONES	Mrs. Jones is a senior journalist writing for the LIFE Environment Communication Team AEIDL. She has experience in the co-ordination of networks, organisation of seminars, assessment of good practices, evaluations, drawing up of methodologies, production of multilingual information tools, databases, publications and internet sites. She has also worked as a freelance writer/editor specialising in EU affairs
JOURNALIST (Paper/web)	Allen MERCER	Mr Mercer has worked for several years for the European Commission's Technical Assistance Office for the ADAPT and EMPLOYMENT Community Initiatives; while working for this institution, he coordinated the information and publication activities in liaison with DG Employment and the agency contracted to fulfil the DG's communication requirements. He is experienced in the editing of different types of publications such as guides, handbooks, etc.
JOURNALIST (Paper/web)	Eamon O'HARA	Mr O'Hara is a policy advisor and experienced journalist. He has been working for institutions such as the Directorate General for Regional Policy of the European Commission, and the European Observatory for the LEADER II programme AEIDL (European Association for Information on Local Development). He is an expert in project management in the area of renewable energy and sustainable development; advising sub-national authorities on EU policy (regional policy, rural development, environment); communications on EU policy, in particular the Structural Funds; coordinating and managing European projects.

POSITION	NAME	EXPERIENCE
JOURNALIST (Paper/web)	Tom SULLIVAN	Tom Sullivan is an English language journalist working for a range of quality newspapers, magazines, online publications and corporate publications mostly in Europe and Asia. Writing and sub-editing for corporate clients including the World Health Organisation, The British Council, Enterprise Ireland and Taylor Nelson Sofres (TNS) Opinion (publishers of Eurobarometer) has given him a firm grasp of the challenges international organisations and institutions face in communicating effectively with the public. With almost a decade's experience in EU affairs, mainly in regional policy, at the European Commission, the Committee of the Regions and Scotland House, a regional representation in Brussels, he is very familiar with EU policies and procedures and the information needs of public authorities, regional networks and consultancies. His unique background gives him a particularly strong insight into the importance of communicating EU regional policies to the public in plain but engaging language.
JOURNALIST (Paper/web)	Terry BRISCO	Terry has more than 15 years of expertise in the field of journalism. He is specialised in the environment, working for the WWF, and is now the editor and journalist for the magazine Environments for Europeans at ASCI. He contributes to Magazine Europe for DG ENTR and is also specialised in Information Technologies (DG INFSO).
JOURNALIST (Paper/web)	Justin STARES	Justin Stares is specialised in transport, having been the correspondent of the Lloyd List in Brussels. He is also in charge of editing for the Intelligent Energy Executive Agency.
JOURNALIST (Paper/web)	Jean LEMAITRE	Mr Lemaître is a senior journalist with more than 25 years experience in the field. He was responsible for the editorial coordination of the monthly newsletter for the European social dialogue (DG Employment); he worked as a communication adviser for the AEIDL, and performed different communication tasks for DG REGIO (2002-2006).
JOURNALIST (web, news)	Baptiste CHATAIN	Baptiste is a journalist actively working in the field of transport. He is also in charge of writing News updates for the News websites of the Commission. He is an experienced journalist and press editor and has worked for several years in local and national paper and radio newsgroups. He also worked as an administrator in the European Parliament press service in 2005/2006.
JOURNALIST (web, news)	Nicolo GASPARI	Nicolo is a Content Editor specialised in managing communication projects both for EU institutions and private companies (Internet sites, posters, etc.) He has a sound command of project management, has managed project development related to the Balkans and has a strong background in European affairs and writing for the EU.

POSITION	NAME	EXPERIENCE
JOURNALIST (web, news)	Elodie LOPPE	Editor specialised in energy, competition and enterprise policies as well as industrial sectors.
JOURNALIST (web, news)	Emmanuel CROLLEN	Emmanuel's areas of expertise are employment, culture and fisheries. Before joining ASCI's team he was specialised in security and defence and worked for NATO.
JOURNALIST (web, news)	Nathalie VANDELLE	Nathalie is specialised in ICT related activities. She was in charge of the editorial coordination of the e-learning conference 2005 organised by DG INFSO. She was also coordinator for the web and communication project for the European Parliament as well as for DG ENTR.
JOURNALIST (web, news)	Christelle WERQUIN	Specialised in Agriculture, Christelle has been working for various regional offices in Brussels (Ile de France, Poitou Charente / Bretagne / Pays de la Loire) where she gained expertise in the field of Cohesion policy
JOURNALIST (web, news)	Christiaan VINKEBORG	Christiaan is in charge of all development related to DG REGIO's policy and has also worked in the field of evaluation of DG REGIO's Cohesion policy. He is also in charge of writing news for the Council of the European Union.
JOURNALIST (web, news)	Séline YAVUZ	Séline is an expert in Enlargement aspects of the EU policy, including the former ISPA and the new IPA.
JOURNALIST (web, news)	Philippe MICHEAUX	Philippe Michaux is an expert in the environment. Among other tasks, he is contributing to drafting Environment for Europeans.
JOURNALIST (paper, web)	Kate TROTMAN	Kate is a journalist with more than 15 years of experience in the field of journalism. She is specialised in agriculture and rural policy and has worked for DG AGRI.
JOURNALIST (web, news)	Laurent VAN BRUSSEL	Specialist in employment and social affairs including the ESF, he is contributing to writing New websites for the European institutions.
JOURNALIST (paper, web)	Juliette DECROIX	After studying English, Juliette Decroix decided to study European politics with a Master degree at the Institut d'études politiques (Lille). During her studies, she did two traineeships. The first at the Belgian Textile Federation allowed her to discover regional policy as well as competition policy. Her tasks were mainly to do research into the INTERREG programme, by meeting regional authorities and analysing concrete projects. She was also responsible for writing briefing notes about French and Belgian industrial policy. She then got a six-month internship at ASCI within the editorial department: there she was responsible for writing and updating summary papers of European law for the general reader. She also writes articles for the European Commission's homepage.

JOURNALISTS							
Jean-Luc JANOT (F)	Jon ELDRIDGE (UK)	Pierre ERGO (B)	Toby JOHNSON (UK)	Wendy JONES (UK)	Allen MERCER (UK)	Eamon O'HARA (IRL)	
ADM	X	X	X	X	X	X	X
COO	X	X	X	X	X	X	X
EDU	X		X	X	X	X	X
EMP	X	X	X	X	X	X	X
ENT	X	X	X	X	X	X	X
ENV	X	X	X	X	X	X	X
EQU	X		X	X	X	X	X
ICT	X	X	X	X	X	X	X
RDI	X	X	X	X	X	X	X
RUR	X		X	X		X	X
TOU	X	X	X	X	X		X
TRA	X		X	X		X	X
URB	X		X	X		X	X
SPECIAL AREAS OF INTEREST / EXPERIENCE (*)							

JOURNALISTS							
Tom SULLIVAN	Terry BRISCO	Justin STARES	Baptiste CHATAIN	Nicolo GASPERINI	Elodie LOPPE	Emmanuel CROLEN	Juliette DECROIX
ADM	X			X			
COO	X			X			X
EDU	X						
EMP	X				X	X	
ENT	X	X			X		
ENV	X	X	X		X		
EQU	X					X	
ICT	X						
RDI	X						
RUR	X						
TOU	X					X	
TRA	X	X	X				
URB	X						
SPECIAL AREAS OF INTEREST / EXPERIENCE (*)							

JOURNALISTS							
Nathalie VANDELLE	Christelle WERQUIN	Christiaan VINKEBORG	Selene YAVUZ	Philippe MICHEAUX	Laurent VAN BRUSSEL	Kate TROTMAN	

ADM	X	X	X				
COO	X	X	X	X			
EDU	X	X	X				
EMP	X	X	X		X		
ENT			X				
ENV			X		X		
EQU							
ICT	X	X	X				
RDI		X	X		X		
RUR		X	X				X
TOU		X	X				
TRA		X	X				
URB		X	X				
SPECIAL AREAS OF INTEREST / EXPERIENCE (*)							

- Key responsibilities:**
- Information watch
 - Writing notes and files for journalists
 - Answering journalists' questions
 - Conducting interviews to collect input information for the production of editorial content
 - Defining meta data, hyperlinks and ALT texts for web pages

Role: Assisting journalists when producing editorial content

For efficient management, we propose that ASCII will work with experts in the field of regional policy. By assisting the editorial team on special points related to DG REGIO activities, they will allow us to deliver high quality documents without having to continually request information details from DG REGIO's civil servants.

6.3.2 Experts in the field of "regional policy" issues

Guidelines: (*) Special areas of interest and journalist experience as derived from the Community Strategic	"GUIDELINE: Making Europe and its regions more attractive places to invest and work" TRA: Transport (road, rail, air, sea, etc.) infrastructures ENV: Environment, Energy, Risk prevention
	"GUIDELINE: Improving knowledge and innovation for growth" ICT: Information & communication technologies, information society for all RDI: Research & Development, Innovation ENT: Support to businesses, Entrepreneurship, Access to finance TOU: Culture and Tourism
	"GUIDELINE: More and better jobs" EMP: Employment, social protection, adaptability of workers and enterprises, flexibility of the labour market EDU: Education, training, human capital, skills ADM: Administrative capacity, information and communication on the Structural Funds EQU: Healthy labour force, Equal opportunity
	"GUIDELINE: Territorial dimension of cohesion policy" URB: Cities for growth and jobs, urban development, urban regeneration RUR: Rural development, diversification of rural areas COO: Cooperation (cross border, regional, interregional)

EXPERT IN THE FIELD OF REGIONAL POLICY		Name	Experience
		Fernando BARREIRO	Mr Barreiro is an expert in the areas of local development, design and management of both national and international projects on local development, local labour markets and local employment policies, micro-enterprises and micro-credit, and European Structural Funds (ESF, ERDF). He is currently the Director of Territories and Organisations (T&O) (Spain).
		Yves CHAMPETIER	Mr Champetier currently works as Director of the Development of Enterprises department at the Chamber of Industry and Commerce, Montpellier. He is an expert in the field of territorial development with vast experience in the field; he has worked as a consultant in different projects in Europe, Latin America and North America.
		Kent HUDSON	Mr Hudson is an economist with a PhD in social history; he is a specialist in financial services methods, regulation and overview, and economic development policy evaluation. He currently works as President at KHNET Inc. KHNET is headquartered in Los Angeles, CA and has an office near Fontainebleau, France. It conducts research and analysis for European financial services institutions and public entities and facilitates contacts between Europe and the United States in select financial services fields including urban development.
		Holger KUNHLE	Mr Kunhle is a Local Economic Development Expert with a focus on urban governance and capacity-building; urban, local and regional economic development and financial engineering. Since 1999 he has worked as a Project Manager and Deputy Head of Unit for European Affairs - INVESTITIONSBANK BERLIN (IBB) - department of clusters of excellence. He has worked for several EU programmes, including funding, institutions and policies, EU Enlargement and the European Commission.
		Alberto MELO	Mr Melo is Professor and Senior Advisor to the Rector's Office at the University of the Algarve (Portugal). As part of his duties, he coordinates Mobility Programmes (SOCRATES, ERASMUS MUNDUS, LEONARDO DA VINCI, etc.), co-designs lectures and a Master's Degree on Adult Learning and Local Development and a Post-Graduate Course on "Managing Projects in Partnership" for EQUAL's local organisations. He is a consultant for the National Agency of ADAPT-EMPLOYMENT and now of EQUAL and is Director of the Portuguese Magazine on Lifelong Learning.
		Joao Pedro DA SILVA	Works for the AEIDL - European Association for Information on Local Development, Brussels; Mr Da Silva is the reference person for LIFE-Nature projects in the external Communications Team for the LIFE programme. Having a PhD in Evolution Biology and Biodiversity, he has worked as a consultant in ecology issues for several years.
		Jean-Pierre PELLEGRIN	Mr Pellegrin is a senior consultant in the fields of economic (territorial, employment, social) development and the evaluation of public policies and EU programmes. He has worked for several European and governmental organisations. He has also worked for the OECD on the design and implementation of projects and research within the fields of education and training, employment and social policy and territorial development.

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EXPERT IN THE FIELD OF REGIONAL POLICY

<p>Maria Joao FILGUEIRAS RAUSH</p> <p>Mrs Figueras is a consultant specialised in the design, development and monitoring and/or evaluation of projects related to: Local and regional Governance Models (Partnership approaches); employment and vocational training; consultancy to SMEs in the HRD field; creation of new jobs and opportunities, new technologies in education and training.</p>	
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<p>ERIC SARVAN</p> <p>Since 2006, Mr Sarvan has been the coordinator of the external communications team for the EC programme LIFE - Financial instrument for the Environment of the AEIDL - European Association for Information on Local Development. He is in charge of implementing communications activities for the programme's environment, nature and third-country components, liaising closely with DG Environment, project monitors and project beneficiaries. He has worked for organisations such as ICLEI - Local Governments for Sustainability, European Secretariat (Freiburg - Germany); ICSW - International Council on Social Welfare, London - UK; IULA - International Union of Local Authorities, Latin America Office, Quito - Ecuador; UNDP - United Nations Development Programme, Quito etc.</p>	
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<p>Marie-Lise SEMBLAT-FRERE</p> <p>Since 2003: professional teaching and research management for Master of consultancy and teacher training ("analysing social practices and assisting projects through research") - Since 2004: coordination of a module, teaching and research management in DLU (Paris 3 and Paris 6), "Equality opportunities between women and men".</p> <p>She worked as a part-time lecturer at the IUP (Professional University Institute) at Paris VIII, MST (Control of sciences and technology) in 1993 and 1994 - Member of the research group on "the legal status of women" into Europe (the Institute of European Studies, University Paris VIII) - Member of the network of feminist researchers "for the renewal of economic and political theories" (UQAM, Montreal).</p>	
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<p>Paul SOTO</p> <p>Mr Soto is the current Director of Grupo Alba S.L, a company specialised in consultancy and technical assistance for all forms of local and regional development and as well as the technical assistance and direct marketing of high quality foods for over 1000 small farmers. He has an extensive working experience in projects with European Institutions; for instance he coordinates the European work on Inclusive Business Creation for the EQUAL Community Initiative and is the thematic expert for URBACT, with responsibility for economic development. He has been responsible for a research programme for the Council of Europe on the Social Exclusion of Young People in deprived urban areas. He was the national expert for Spain, Portugal and Scotland in the Synthesis of the Intermediate Evaluation of LEADER+ led by AEIDL and OIR and has recently carried out a European study to help the Spanish Government design a new law on the Sustainable Development of Rural Areas. At present he coordinates a research project on the National Strategic Plans and Rural Development Programmes in 11 Member States and supports the European Commission in the launch of new programmes for the sustainable development of fishing areas.</p>	
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<p>Klaus WERNER</p>	<p>Mr Werner is a senior economist and expert in urban planning. He has worked for several French public institutions as Head Officer and Consultant: 1999 - 2004 Head of Unit for European Territorial Policies in the French Ministry for Transport; 1997 - 1999 Head of Unit for Local Development at Villies et Territoires, an external service of the French Ministry for Housing and Amenities; 1995 - 1997 Head of Unit for Research at CRIDEL, French body for Local Development, etc. Currently he works as a volunteer senior consultant at KHNET - International (USA, France).</p>
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EXPERT IN THE FIELD OF REGIONAL POLICY

<p>Pierre Emmanuel THOMANN</p> <p>Mr Thomann has more than 10 years experience in the field of European and regional policies. In the last 8 years he has been responsible for the Picardie region office in Brussels; one of the main responsibilities of his current position is the follow-up of European policies (PAC, transport, research, competition, governmental assistance) and particularly the "North-west Europe" programme (INTERREG IIBB). In the past he has worked for the European Commission coordinating a comparative research project of regional cooperation in central and eastern European countries (Carpathian and Barents Euroregions, "Visegrad triangle", Black Sea Economic Cooperation, Baltic Cooperation). Mr Thomann has a DEA qualification in European Politics and Administration and a Master degree in Geography</p>	<p>Pascal GRUSSELLE</p> <p>Mr Grusselle is an expert in international economics, and has completed specialisation studies in European economics. He currently works at the French Association of Regions (Association des Régions de France), Paris as a European affairs delegate and works on special territory planning. He has also worked for the Conférence des Régions Périphériques Maritimes d'Europe (CRPM), Brussels as a permanent delegate for relations with European Institutions and follow-up of community policies.</p>	<p>Stéphane PEYRORGHE</p> <p>Mr Peyrorghe is an expert in regional policy issues, he works as Policy Officer, he is in charge of the information and lobby with European institutions on 4 topics : regional policy, competition (state aids), energy and environment; he is also in charge of representations in the regional networks, organisation of meetings for local authorities, assistance for local projects.</p>	<p>Santiago MONDRAGON</p> <p>Mr Mondragon is a policy adviser on European Affairs; currently he is the project manager for the development of the international programmes of the Aspen Institute (Rome – Italy). He has worked for several years as Adviser for European Affairs in charge of the intelligence for the Catalan Government on Regional Policy, Economic and Monetary Union, Tax Policy, Transport Policy, CFSF, External Relations and Enlargement. In addition he was the Regional Manager and Summit Co-ordinator of the "Development of the Regional Activities of the World Economic Forum in Europe and Latin America" and the co-ordination of the European Economic Summit (2000-2001).</p>	<p>Ugo POLI</p> <p>Mr Poli is the current Informest Vice President and Project Manager for Development Projects at INFORMEST. He has vast experience as a project director and senior consultant for development projects in East European countries such as Croatia, the Russian Federation, Serbia, the Czech Republic, Slovenia, Poland, Lithuania, Latvia and Estonia. His core qualifications are in the areas of: SME Strategy and Services, Industrial clustering promotion, EU Policy Information and Training, Local Development Policy, Integrated Project Generation, Public Partnership Promotion, Institution and Capacity Building, Cross-border Cooperation, Communication Strategy and Training courses in design and management.</p>	<p>Stanimir BARZASHKY</p> <p>Mr Barzashky has a degree in economic and business management. He has worked extensively as a researcher and consultant in the fields of economic development, business development and cooperation projects. He occupied important positions in government institutions of his home country; he was Deputy of the Ministry of Trade in Bulgaria. Currently he is the Executive Director of the government administration - sector Small and Medium Enterprises promotion agency - of the Ministry of economy and energy – Bulgaria.</p>
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EXPERT IN THE FIELD OF REGIONAL POLICY	
Şebnem KARAUCAK	Since 2006, Mrs Karaucak has been Chairperson of EUROHORIZONS Consulting & Communications. She has a PhD in sociology and a Master's degree in international relations. She has relevant experience as a market researcher in different countries (Turkey, Spain, Italy and France).
Anna Maria BOILEAU	University doctoral teacher and in charge of research for the ISIG in the field of cohesion policy.
Daniele DEL BIANCO	As an expert in socio-economics and urban development he wrote his final research paper on "Socio-economic changes in the Friuli Venezia Giulia Region border area due to the accession of Slovenia in the EU".
Alberto GASPARINI	Teacher in international relations and currently Coordinator of the PhD in "Cross-border policy for daily life". He is a regular contributor to ISIG research.
Reis MULTA	Current student, Doctor of Research (Cross-border policy for daily life)
Vasile PUSCAS	Teacher in international relations, Director of the Institute of Political Sciences and International Relations, Romanian Academy, Bucharest, and visiting professor at Trieste, ex-chief negotiator with the EU.

WORKING THEMES / FIELDS OF EXPERTISE (*)	ADM	COO	EDU	EMP	ENT	ENV	EQU	ICT	RDI	RUR	TOU	TRA	URB
WORKING THEMES / FIELDS OF EXPERTISE (*)													
Fernando Barreiro (P)		x											x
Eric de Borchgrave (B)		X											
Yves Champetier (F)					x								
Kent Hudson (USA)					x								x
Holger Kuhle (D)					x								x
Alberto Melo (P)			x										
João Pedro Silva (P)													

WORKING THEMES / FIELDS OF EXPERTISE (*)	ADM	COO	EDU	EMP	ENT	ENV	EQU	ICT	RDI	RUR	TOU	TRA	URB
WORKING THEMES / FIELDS OF EXPERTISE (*)													
João Pedro Silva (P)													
Jean-Pierre Pellegri (F)		x		x									x
Eric Savran (D, UK)						X							X
Mane-Lise Semblat (F)													
Paul Soto (UK, E)				x									x
Klaus Wemer (F, D)													
Pascal Gruselle		x											X

WORKING THEMES / FIELDS OF EXPERTISE (*)	Pierre Thomann	Santiago Mondragon	Stephane Peyrorge	Ugo POLI	Sebnem Karaucak	Anna Maria Boileau	Daniele Del Bianco	Alberto Gasparini
ADM								
COO	X	X	X	X	X	X	X	X
EDU	X	X	X					
EMP	X	X	X					
ENT	X	X	X					
ENV	X	X	X					
EQU	X	X						
ICT	X		X					
RDI	X							
RUR	X							
TOU	X							
TRA	X							
URB	X							

WORKING THEMES / FIELDS OF EXPERTISE (*)	Reis MULITA	Vasile PUSCAS	Stephane PEYRORGHE
ADM			
COO	X	X	
EDU			
EMP			
ENT			X
ENV			X
EQU			
ICT			
RDI			
RUR			
TOU			
TRA			
URB			

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6.3.3 Translators and proofreaders

Role: Translate, modify and proofread editorial content of different types of information and communication products in all official European languages

Key responsibilities:

- Translation and localisation of documents;
- Proofreading and correction of texts from one or more source languages;
- Verification of style, syntax and spelling;
- Terminological harmonisation;
- Formatting and editorial layout of the pages;
- Quality assurance and control of translated/proofread content.

POSITION	NAME	EXPERIENCE
Translator in charge of ENGLISH	Abigail ACTON Kevin BIRDSEYE Ann MACPHERSON Daniel MILLER David BYWELL	ASCII has extensive experience with multilingual projects of the European Institutions. ASCII's in-house translators presented in this table have worked for different projects of the European Institutions (e.g.: DG COMM projects SCADPLUS, EUROPA, Publications, Newsteam; DG- ENTRE Your Europe Project, etc.) and are familiar with European Union jargon, DG REGIO vocabulary and the official terminological sources and guides such as EUROVOC, the Interinstitutional Style Guide, etc. All of ASCII's proofreaders and translators are familiar with European affairs or have followed studies in that area. They are also regularly trained on journalistic writing techniques, in order to ensure the quality and clarity of the texts produced.
Translator in charge of SPANISH	Ana ALONSO Francisco GARCIA	
Translator in charge of GERMAN	Friederike ENDRESS Judith NÜHRENBÖRGER Michael BUSS	
Translator in charge of ITALIAN	Giosella BIONDO	
Translator in charge of PORTUGUESE	Isabel OLIVEIRA	
Translator in charge of GREEK	Dimitrios ISIGONIS	
Translator in charge of DUTCH	Miep TUNISSEN	
Translator in charge of DANISH	Richard KOKHOLM ERICKSEN	
Translator in charge of FRENCH	Sébastien CESBRON	
Translator in charge of FINNISH	Tea TENILA	
Translator in charge of SWEDISH & POLISH	Carolina SZERBOWSKA	

6.3.4 Translations administrators

Role:
To provide administrative support to the linguistic team with internal management of the translations

Key responsibilities:

- Grouping translation orders;
- Preparing texts to be translated with sources and reference documents;
- Sending, receiving and distributing documents among the translators;
- Follow-up of the translation process and status of documents;
- Managing linguistic versions of documents (centralisation, organisation, traceability and archiving).

POSITION	NAME	EXPERIENCE
TRANSLATIONS ADMINISTRATOR	Stéphanie OLIVIERI	Since June 2001, Mrs Olivieri has worked on the DG COMM-EUROPA Project as a Translations Coordinator, in charge of the translation requests made to the internal linguistic staff and to external translators. She also works on the DG-COMM-Publications Project as the editorial coordinator for certain subprojects and as a back-up to the project manager. Since January 2005, she has worked on the Your Europe project (DG ENTR) as Site and Translation Administrator.
TRANSLATIONS ADMINISTRATOR	Gabriela OLSSON	Since March 2005, Ms Gabriela Olsson has worked as a translations administrator for the SCADPlus project (DG-COMM). She has also worked on the Your Europe project (DG ENTR) as a Sites and Translation Administrator. In addition, she worked as an Assistant for the Publication project, as well as for EUROPA projects (DG-COMM).

6.4 Graphic and audio-visual production related profiles

6.4.1 Graphic designers - illustrators

Role:
Produce visual solutions for DG REGIO communication products under the guidance of the Artistic Director and in line with DG REGIO's corporate identity.

Key responsibilities:

- Produce illustrations, logos, templates, graphical charts or any type of design required for the communication products;
- Propose and make the layout of printed publications;
- Contribute ideas and design artwork;
- Use a wide range of media, including photography and computer-aided design;
- Work in a team, with printers, copywriters, photographers and others producing accurate and high quality work;
- Ensure that the communication products are in keeping with the graphics charter and technical requirements;
- Ensure the appropriate use of illustrations and fonts;
- Analyse existing graphic solutions and their coherence with the graphical charts in use;
- Provide assistance and guidance to DG REGIO on the application of chosen designs;
- Verify the correct use of the graphics chart by other subcontractors.

POSITION	NAME	EXPERIENCE
GRAPHIC DESIGNER WEB DESIGNER	Thomas DIDERICH	As technical coordinator of the DG COMM Newstream project (creation and management of news-related websites) – part of the EUROPA framework contract, Mr Diderich handles relations with the client for all graphical and technical aspects of the project. Within the Newstream project, Mr Diderich oversees the graphic design and daily management of news-related websites, including the EUROPA homepage, the inter-institutional press-room as well as the websites for the President and Vice-President of the European Commission. Mr Diderich has also worked inside the Commission (DG Admin, DG EMPL) as a Web Designer.
GRAPHIC DESIGNER WEB DESIGNER	Emmanuel TRÉPANT	Mr Trépant is an experienced graphic designer for Internet, pre-press and multimedia-related products. He is in charge of the design and layout of website visual identities as well as overseeing printing tasks. He has extensive experience in the production of graphic material for the European institutions; for example, the design of brochures, cards and posters for the EUROPA project, graphic elements for the EUROPA sites and the interactive site for children EuropaGO (including the development of games), creating various visual identities: logos for EUROPA, Your Voice, DG SANCO, Platform on Diet, ECC-Net; and the design of various templates for the EUROPA site and the European Commission site.
GRAPHIC DESIGNER WEB DESIGNER	Rafael TORELLI	Mr Torelli has a diploma in multimedia product design. Since 2003, he has worked at ASCII as a graphic designer and web editor for several European Institution projects, e.g.: the Newstream project and websites related to the Commission activities, EUROPA and Publications projects (DG COMM).
GRAPHIC DESIGNER WEB DESIGNER	Roberto TRIOSCHI	Mr Trioschi is an experienced graphic designer for visual solutions, with vast experience using a wide range of media, including photography and computer aided design and in projects for the European institutions (e.g.: EUROPA and Publications projects of DG COMM)
GRAPHIC DESIGNER ILLUSTRATOR	MI Ran COLLIN	As an experienced Graphic Designer, she has been in charge of the creation of designs, website layouts, folders, illustrations and activities for European Union related projects: different assignments for projects in the framework contract with the DG-COMM, the DG-Enlargement website redesign project, etc.
GRAPHIC DESIGNER WEB DESIGNER	François TACOEN	Mr Tacoen has worked at ASCII since 2004 as a graphic/web designer and web editor. He has been involved in major projects with European institutions such as those of the DG COMM framework contract (Publications, EUROPA, etc). Before joining ASCII, he was in charge of the supervision of the graphical follow-up of the "11.11.11 operation" campaign for the CNCD.
GRAPHIC DESIGNER PRE-PRESS SPECIALIST	Philippe VANDEPUTTE	Before joining ASCII, Mr Vandeputte worked for more than 10 years in companies from the pre-press (printing) industry. He was in charge of the pre-press computer and the offset machine equipment, quality control, technical contact with customers, technical assessment of work, etc. In ASCII, he has occupied the positions of Technical Coordinator and Project Manager and has contributed to the production of graphic material for different projects of the company.

POSITION	NAME	EXPERIENCE
GRAPHIC DESIGNER PRE-PRESS SPECIALIST	Nadine SCHWIRTZ	Since 2006 Mrs Schwirtz has worked at ASCII as a graphic designer and pre-press specialist; she works on several projects for the European institutions, such as the Publications project (DG COM), European Defence Agency Project, Environment for Europeans (DG ENV), etc. From 1994 until August 2005, she has worked as graphic designer for the pre-press company Publiset. There she acquired vast experience and knowledge of the graphic chain, from the conception through to the printing of a publication. She is also very experienced in the creation of films using Flash and high-resolution printing in PDF. She has worked as a subcontractor for different companies in the preparation of annual reports and other material in different linguistic versions (Electrabel – Belgacom....)
GRAPHIC DESIGNER	Christophe WANLIN	Mr Wanlin is an experienced web designer of information websites. He has had solid experience in projects from the conception of the idea and determination of technical requirements through to production of the visual identity. Mr Wanlin has in-depth, technical knowledge of open standards such as W3Cs HTML, CSS and WAI and has a working knowledge of the print industry.

6.4.2 Photographers

Role:
 To ensure photo coverage of events, projects etc. To provide the necessary material for the graphic solutions requested by the artistic director and graphic designers

Main responsibilities:

- Produce photographs required in the graphic solutions designed by the Art Director
- Provide advice to the journalists and graphic designers on the selection and use of new or existing photography material
- Photo coverage of events and activities of DG REGIO
- Ensure the quality and suitability of the photos integrated in the communication and information products

POSITION	NAME	EXPERIENCE
PHOTO EDITOR	Tom MO	
PHOTO EDITOR	Eric HERCHAFT	
PHOTO EDITOR	Patrick MASCART	
PHOTOGRAPHER	Wim VAN CAPELLEN	Photographers and photo editors from the press photography agency "Reporters", all of them have experience working for the European Commission for the coverage of events and news in Brussels and in other countries and for other European institutions. The have also worked for other well know clients such as the magazine Knac, De Tijd, Le Vif/L'EXPRESS, etc.
PHOTOGRAPHER	GOVERNEUR Michel	
PHOTOGRAPHER	Equiel SCAGNETTI	
PHOTOGRAPHER	Danny GYS	
PHOTOGRAPHER	Jock FISTICK	
PHOTOGRAPHER	Jean-Michel CLAJOT	
PHOTOGRAPHER	Wim BEDDEGENOODTS	
PHOTOGRAPHER	Michael ST. MAUR SHEIL	Mr St. Maur Sheil is Irish and studied geography at Oxford University; he has a 35-year working experience as a freelance photographer. In 2002, he won the first prize at the World Press Photo Awards. He is also in charge of taking photos for DG REGIO.

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6.4.3 Producer

Role:

To coordinate and control all aspects of audiovisual production, ranging from show idea development and casting, to shooting, supervision and fact-checking.

Main responsibilities:

- Design new programmes and communication products/tools
- Write scripts and outlines etc.
- In charge of business matters such as budgets and contracts
- Plan, manage and follow up the day-to-day work, participating in activities such as screenwriting, set design, casting and even directing.

POSITION	NAME	EXPERIENCE
PRODUCER	Laurent BOURASSET	Experienced audiovisual producer (more than 15 years of experience). Laurent has been producing institutional video clips and VNRs for DG JLS, DG DEV and the European Parliament.
PRODUCER (pre and post production)	Yannick VAN DIJK	Mr Van Dijk has a diploma in Economic and Financial Sciences. He currently works as audiovisual consultant and producer. He has vast experience producing audiovisual material for different European institutions; some examples: DG REGIO framework contract for the production of audiovisual material, info clips, video kits, etc.; production of OLA's presentation video; DG DEV framework contract, production of documentaries - Zambia, Niger, Haiti, etc; European Parliament Film Presentation of the EP.
PRODUCER	Patrick DELFOSSE	Mr Delfosse is an independent journalist and audiovisual producer; he has worked for several European institutions: European Parliament (production of a monthly programme of 8 minutes in FR, EN and DE), Audiovisual Services of the European Commission (journalist and producer; development of around 30 image galleries and documentaries on different European topics).
PRODUCER (Journalist)	Andrea DESORMEAUX	Mrs Desormeaux is a journalist specialised in European Communities and news production. She has vast experience as a journalist and producer for major European clients such as the European Commission and the European Parliament (audiovisual services section), "Le Monde" newspaper, France Press agency, etc
PRODUCER (Journalist)	Ana LAZARO BOSCH	Mrs Lazaro Bosch has completed specialisation studies in the fields of journalism, audiovisual media and written press. She has significant working experience as a journalist and director of television programmes and audiovisual material, such as the reports of the European Parliament presenting the main issues dealt with by this institution.

6.4.4 Director of photography / Cameraman


Role:

To be responsible for the visual dimension (technical and creative) of a movie/video, including the lighting, framing and camera movement, in addition to looking after the consistency of the visual style

The DOP (director of photography) records the visual image of the film. In artistic terms, he or she uses the photography to enhance the story telling by manipulating the look or mood of a shot, drawing the audience's attention to one thing or another.

Main responsibilities:

- To participate in the design of the audiovisual products in coordination with the producers
- To choose and arrange all the technical aspects for the productions, such as cameras, lights, cranes, lenses and other equipment
- To understand the psychological needs of actors, the subtleties of physiognomy, and the nuances of a screenplay that may be affected by photographic choices

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POSITION	NAME	EXPERIENCE
DIRECTOR OF PHOTOGRAPHY / CAMERAMAN (Film & video)	Alejandro ADONIS	Mr Adonis has a diploma in journalism, radio and TV, and a degree of higher studies in movie production. He has more than 10 years working experience in positions such as cameraman, JRI and journalist. He has worked as a JRI for the broadcasting service of the European Commission, cameraman of the Studio TV of the European Parliament, and for other clients such as BG Television Paris, France, MEN agency (Middle East News - Dubai), CNN in Spanish (Brussels); CNN International; Keynews Television (Brussels), WATCHTV, etc.
DIRECTOR OF PHOTOGRAPHY / CAMERAMAN	Eric JUZEN	Mr Juzen has a diploma in cinematography (INSAS Higher Education Institute, Brussels) and a diploma in photography (La Cambre Education Institute, Brussels). Since 1990 he has been working as a freelance cameraman on a wide variety of programmes for all major European broadcasters specialising in documentaries, news and current affairs: RAI, ARTE, RTBF, RTL TVI, EURONEWS, ZDF, ARD, Danish TV2, NRK, TVP, ETB, FR3...


POSITION	NAME	EXPERIENCE
POST PRODUCER	Henri MICHIELS	More than 10 years of experience in shooting and mixing different types of programmes for various Belgian and international advertising spots and institutional films such as RTBF radio's recording service, the Belgian military service, European Commission, army television, as well as the creation of the classical music label, Kalidisc.
POST PRODUCER <i>Mixing & Sound Editing, Outdoor Sound recording, Voice Off recording</i>	Jean-Luc FICHEFET	Since 1988, Mr Fichet has worked as a sound technician and sound recorder for a wide range of Belgian and international clients, during the post production of a wide range of audiovisual products, from a simple interview to music documentaries, recordings on television sets and live broadcasts through to multi-track recording of theatre play productions. He has extensive experience in project analysis, handling filming, editing, voice recording, mixing and delivery of end products to be released.

Role:
To work with producers to complete all the work required after shooting the film for delivering the final product.

Main responsibilities:

- Work in tandem with the audiovisual director to edit the film that has been shot.
- Contribute to the creative decisions related to piecing together a finalised product.
- Compile initial footage takes.
- Follow the screenplay as the guide for establishing the structure of the story and then assemble the various shots and takes for greater, clearer artistic effect.
- Mixing, adjusting and fixing the soundtrack.
- Decide what sound effects to use and what effects to achieve from the sound effects.
- Edit and make new sounds using filters and combining sounds, shaping sound with volume curves, and equalizing.

6.4.5 Post production

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6.5 Web and IT development related profiles

6.5.1 Web editors

Role: Web editors will create, check and publish web pages

Key responsibilities:

- Dealing with the content updates of the sites;
- Copy-editing and proofreading web pages if required;
- Creating and publishing web pages;
- Performing the technical validation of pages.

POSITION	NAME	EXPERIENCE
WEB EDITOR	Emmanuel USZABAYEZU	ASCI's in-house web editors listed in this table have been working on different projects for European Institutions (projects of the DG COMM framework contract, DG ENLARG, DG ENTR, etc) and therefore have received training on the IPG, accessibility, the use of the Web Starter Kit and ergonomic issues.
WEB EDITOR	Théophile KALISA	
WEB EDITOR	Karima ABADER	
WEB EDITOR	Loïc BOURGUIGNON	
WEB EDITOR	Loïc FRANÇOIS	
WEB EDITOR	Thomas COMTE	
WEB EDITOR	Zoubida BELHOUSSE	
WEB EDITOR	Françoise LUTHERS	
WEB EDITOR	Nicolas MBELA	
WEB EDITOR	Sébastien NACHTERGAEEL	

6.5.2 Accessibility/usability expert

Role: To ensure compliance of the web sites, web pages and online solutions developed by ASCII or by DG REGIO with international standards (such as the Web Accessibility Initiative guideline) on accessibility and usability.

Key responsibilities:

- Assist and follow up the development of new websites in order to ensure their compliance with accessibility rules;
- Conduct accessibility audits on existing or newly developed sites; manually and/or by means of accessibility validation tools;
- Conduct user sessions to examine a website's usability;
- Revise web pages and make the necessary adjustments so that they comply with the international web accessibility recommendations and/or Commission Guidelines;
- Organise and provide training courses related to web accessibility and usability.

POSITION	NAME	EXPERIENCE
WEB ACCESSIBILITY AND USABILITY EXPERT	Mark WALRAVEN	Mr Walraven is specialised in Web Accessibility & Usability related issues. Besides his duties as a Project Manager, he advises the European Institutions on these matters (e.g. he has participated in the revision of the accessibility issues of the IPG) and is one of the independent external experts evaluating the European FP-6 funded project "WAB CLUSTER" (and its 3 subprojects) for DG INFSO. Mr Walraven takes part in the W3C Web Content Accessibility Guidelines Working Group meetings, regularly participates at international conferences on Web Accessibility/Usability and also has a lot of experience in providing training and coaching.
WEB ACCESSIBILITY AND USABILITY EXPERT	Régine LAMBRÉCHT	Since 2003 Mrs Lambrecht has been working as a technical coordination assistant, specialising in web accessibility. In recent years she has conducted several accessibility audits on sites of public organisations. She is familiar with several projects of the European Institutions; she is currently in charge of the technical coordination of a project for DG ENLARGEMENT, while from 2002 to 2003 she was in charge of the technical quality of the websites with the europa.eu.int domain name (DG COMM contract). From 2000 to 2002, she was responsible for the technical quality control of the www.europa.eu.int/scadplus website.
EXPERT IN ERGONOMICS	Jean Marc HARDY	Mr Hardy is the manager, trainer and consultant of User Attraction sprl. He has a long-term working experience in the fields of training, coaching, information architecture, website auditing, benchmarking, user tests and surveys. Some of his clients are the European Commission, NATO, UNESCO, Dexia Group, Electrabel, Fortis, etc. He participated in the conception of the very first 'InfoREGIO' website in 1997 (as Qwentas web project manager), and in the development of other sections of the site (success stories database, project database, useful graphic animations, interactive geographical maps, etc.) between 1997 and 1999. A few years later (in 2004 and 2005), he carried out a quality audit of the DG REGIO web site for SOGES, including making proposals for improvements as well as an online survey analysis. In 2006, he attended a special seminar on communication organised by DG REGIO.

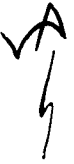
6.5.3 Developers / programmers / IT experts

Role:
To develop specific applications for the websites, web pages or online products developed for DG REGIO.

Key responsibilities

- Design and create applications, relational databases, web interfaces to multiple information repositories, data-input handling applications, web-to-database communication processes, etc;
- Produce prototypes of new applications to refine requirements;
- Provide technical consulting and respond to error reports, problems or questions;
- Monitor the performance of existing applications and servers, and provide technical support as required;
- Analyse codes for potentially untested logic, error-prone assumptions, misunderstood requirements, problem resolution and performance optimisations;
- Testing: create test plans, test data sets and carry out automated testing to ensure all components of the system meet specifications.

POSITION	NAME	EXPERIENCE
TECHNICAL WEB DEVELOPER - ANALYST - PROGRAMMER	David PETIT	<p>Since July 2002, Mr Petit has been working at ASCI! as a web developer. His day-to-day responsibilities include creating dynamic websites, developing games using Flash and programmes for in-house use (e.g. tools for assisting the management of in-house translations, the follow-up tool for the SCADPlus project - DG COMM contract) using various programming languages (VB, Java, Jsp, etc.). Lately, his work has involved developing sites using Documentum. He has been involved in projects such as: the dynamic parts of the EuropaGO site, a site designed to promote the European Union among children by means of games in Flash (Jsp, Oracle 9i, WebLogic); the creation of games on the EuropaGO site (Flash - Action script); the creation of the CoDecision programme, a tool that creates html documents from Word documents (VB6). Previously he worked at the European Commission (DG-COMM) as a consultant of Sopra S.A.</p>
SOFTWARE DEVELOPER	Frederico ZIMMERMAN	<p>Mr Zimmerman works for ASCI! as a senior software developer and analyst; he has worked in several projects for the European Institutions such as: AUTOSITE Project (developed for use by DG Press, customised Web Based Content application with dynamic page update onto the server). BD JAI Project (implemented internally for use in connection with PE-JAI Projects). Greeting Cards Project (created for the EUROPA site "Best wishes card" management application using a web-based form). Keyfigures Project (created for the EUROPA site; creation of the dynamic parts, administration data and Flash).</p>



WEB DEVELOPER	SAMUEL RONGE	<p>Mr Rongé is an experienced webmaster and developer of large information websites. Since 2003 he has worked at ASCII as a technical coordinator of the EUROPA Project (DG COMM framework contract). He has management experience including team coordination, and definition of milestones and requirements with technical and time constraints. Mr Rongé has in-depth, technical knowledge of open standards such as W3Cs HTML, CSS, XML, XSLT and WAI-WAG and has working knowledge and experience in web design and the print industry. He has participated actively in the revision of documents for the IPG. He is also in charge of training internal and Commission officials in how to use the Web Starter Kit.</p>		
INTERNET CONSULTANT WEB DEVELOPER ANALYST	Jean-Luc D'ANGELO	<p>Mr D'Angelo is a developer analyst specialised in the development of web applications and information systems. He has acquired a great deal of expertise in the field of information technologies during many consultancy assignments, and has built up this knowledge in the private IT consultancy company sector, including major international institutions, such as DG Employment. Since September 2006 he has been in charge of the technical management of ASCII intranet projects, technical and functional analysis in projects for the calls for tender, and web application development and implementation for the intranet.</p>		
WEB EDITOR WEB DEVELOPER PROGRAMMER	Vincent CHILLOT	<p>Since May 2002, Vincent Chillot has worked at ASCII for a number of web editing projects. During this time he has maintained and updated EUROPA-related websites (DG COMM framework contract) and contributed to website development projects, such as that of Europa-Go and Keyfigures. He has experience in the creation of technical definitions for models of information for new sites by using the WCMS.</p>		
DOCUMENTUM EXPERT	Daniel HAMS	<p>Daniel is a Senior Developer and Architect with more than 10 years of experience in Java technologies and 3 years in Documentum web technologies. He has been involved in project pioneering for these technologies and is therefore very open to new technologies. He has been involved in projects combining multiple providers and has therefore gained experience in advising teams coming from different companies. Daniel is working in an environment where contact with the end user and people from other cultures are the day-to-day activities.</p>		
EXPERT MICROSOFT SOLUTIONS	Franck SILVESTRE	<p>Mr Silvestre is a senior Solutions Architect with thorough knowledge of application architecture, requirements analysis and programme management acquired over his 20-year experience in the IT field. The pan-European projects he has been working on over the last 7 years make him specialised in integration architecture challenges (SOA, Office and portal integration, application integration, business process integration,...) and Microsoft-based business intelligence & ECM solutions. Even though his technical background is more focused on the Microsoft platform (holding MCSD.NET certification), his experience and interests in integration architecture also cover other heterogeneous environments like the Mainframe world (IBM, Siemens BS2000), the Java world (BEA WebLogic...) and the ERP systems world.</p>		

ORACLE Expert	Eric KILIAN	<p>With more than 19 years of experience in Oracle, Eric is a very well known specialist in Oracle technology. He joined the Oracle team in charge of the ESF application development in November 1990. He is now in charge of the Oracle developers team for DG Employment. This team is managing the ESF application and defining the new architecture and enhancement for the project SFC 2010.</p> <p>In the frame of this project, he was working not only for the ESF application used by DG Employment but also for the Member States using this application.</p> <p>Eric can cover all the aspects of the Structural Funds as he was in charge of the business analysis of the financial procedure of the ESF and other SFCs from 1994 to 1999. Therefore, he is also able to analyse and define the procedure of the SFCs.</p>
ORACLE Expert	Serge HENNAUX	<p>Serge is one of Belgium's gurus on Oracle. He pioneered Oracle at the early stages when he was teacher assistant at FUL. With more than 17 years in Oracle, he is able to cover the technological aspect of the RDBMS, the tools and the application server. He is able to work as a specialised DBA, as an architect or as a contributor to the development. Serge spent five years at Oracle working in customer support. His focus was on the so-called "special projects" for solving crisis situations. He is capable of dealing with very large databases. After Oracle, he joined Sword Technologies and participated in developments in Java and open source developments. He was in charge of interventions on customer sites as needed for tuning missions, and is in charge of knowledge transfer on Oracle.</p>
EXPERT MICROSOFT SOLUTIONS	Branislav MILIC	<p>Mr Milic is a certified expert publisher and is the author of numerous books (best-sellers) on electronic typography such as "Create and optimize your first PDF", "InDesign 1.0", "InDesign 1.5" among others. Branislav is the only Adobe certified expert and instructor in Europe; he will work exclusively for ASCII on the monitoring and optimisation of the PDF production process.</p>

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6.5.4 System Administrator

Role:

To manage and maintain the infrastructure, hardware, software, information and telecommunications within ASCII.

Main responsibilities:

- Plan and implement the qualitative and quantitative evolution of the technical infrastructure of the company: studies, purchases, installations, migrations to new systems, deploying and putting the infrastructure in place, etc;
- Maintain and monitor the IT and telecommunications equipment;
- Determine ASCII's security policy and strategy for the infrastructure and information;
- Provide ongoing training of all staff in 'good computing practices';
- Responsible for the helpdesk

POSITION	NAME	EXPERIENCE
SYSTEM ADMINISTRATOR	Rachid AAFIA	Mr Aafia has worked for ASCII since 1999 as system administrator and analyst programmer. As system administrator he is responsible for the design and development of in-house applications, management of ASCII's helpdesk team, installation, configuration & maintenance of routers, firewall, mail server, data servers, backup server & web servers, LAN architecture and network security. He is familiar with the informatics security policy of the European Institutions.

6.6 Management of subcontractors

We have decided to have limited recourse to subcontracting and free lancers in order to cover all the aspects of DG REGIO's communication project. Subcontracting and free lancers will mainly concern editorial work, for the aspects tasks that are not covered by ASCII.

A number of criteria have been used to select partners and subcontractors for the present project:

- their understanding of the requirements of the job;
- previous experience in similar projects;
- a positive track record with ASCII members;
- quality of presentation and cost-effectiveness of price proposal;
- turnaround time to complete the work;
- excellent reputation with the clients;
- creation and innovation;
- corporate responsibility and ethical attitude in all areas of their activities.

This set of criteria may seem harsh, but it is essential for us to demonstrate that our partners are not just "in it for the money" and are dedicated professionals with proven experience and ethos.

Once selected, all ASCII's partners and subcontractors will be managed according to existing standards and procedures in operation within ASCII's manager, ASCII.

This includes the requirements indicated in ASCII's ISO 9001 procedures: a pro forma service contract, kick-off meeting, agreement on performance measures, key performance indicators, regular minutes reviews of progress, development of lists of preferred suppliers, and standardised contract change procedures. **All production will be double checked by ASCII's management and employees.**

Our subcontractors and free-lancers will also be bound by our quality rules regarding staff training (ASCIi can require its freelancers and subcontractors to follow trainings for instance), quality of the deliverables, free lancers monitoring and checking, etc.
In the event that a performance does not meet the defined requirements, the following steps may be taken:

- ASCII's Contract manager verbally highlights areas of concern and requests formal corrective actions;
- A written notification is given by the contract manager to the subcontractor highlighting concerns and possible consequences; and
- The contract may be terminated

7 GEOGRAPHICAL COVERAGE

Our understanding with regards to the present project's geographical coverage is that ASCII, as a DG REGIO contractor, must be able to:

- Find information regarding DG REGIO's activities,
- Monitor the information related to DG REGIO and cohesion policy,
- Bring the information close to the target audience,
- Provide staff to cover DG REGIO's activities in the different countries (e.g. to produce audiovisual input).
- Deploy projects on a European scale, whether across several countries or throughout the EU (and candidate countries).

7.1 ASCII's experience and competences for managing transnational projects

ASCIi's has the structure, the human resources and a network of contacts for the execution of projects involving wide geographical coverage; moreover it has gained vast experience in:

- Executing transnational projects, both within and outside EU;
- Executing transnational projects in collaboration with local partners, especially at the level of delegations in third countries;
- Running simultaneous European projects;
- Coordinating the work of team members, partners and subcontractors working in different geographical locations.

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ASCI's strengths and competences for running transnational projects can be summarised as follows:

- ASCI and all of our partners and sub-contractors operate at international level. The proposed team has an extensive, proven track record in setting up projects of a European dimension, not only in information and communication activities related to DG REGIO policy but also in the implementation of cohesion policy tools. ASCI's team members are not only happy to travel from one location to another if required, but they have also developed the mental flexibility so necessary to work in different contexts, with people from different cultures and backgrounds.

- For the purpose of the project, we have set up a specific international network to guarantee operational coverage inside the EU (e.g.: shooting on location, responsiveness, effective local information networks etc). Outside the EU, the international network will allow us to work closely with the EU delegations and DG REGIO's projects and beneficiaries, (mainly IPA).

- Over the past three years, we have developed a notably impressive network of local contact points that take part in the implementation of our operations, (see for instance the work to be carried out on behalf of EuropeAid or the network of our partners).

- The enforcement of strict quality measures across all our network guarantees not only the efficiency of a common approach but also the cost-effectiveness of our efforts. Most importantly it assures the regular reporting on the needs and problems of ongoing projects, from the local level.

7.1.1 Some examples of successful transnational projects

The following are a few tangible examples of our capacity to create, implement and control international projects:

- **ASCI is currently in charge of the Framework Contract for DG COMM.** Our tasks include not only the permanent update and upgrade of the Europa Website in all languages, but also a large news section that presents local activities and events three times a day. Our extensive network of local contacts sends us news and raw material. We then coordinate the translation, production and fair balancing of news across the EU to be promoted on the Europa Home Page.
- **ASCI has also run the ECB communication campaign in Slovenia,** which relates to the changeover to the euro. From Brussels, using our expertise and quality procedures, we handled the organisation of massive events for Slovenia using local partners and sub-contractors that reported directly to us on a daily basis. Our project manager travelled to Slovenia on a regular basis and was always available for any emergency.

- **ASCI has recently been awarded with the EuropeAid contract;** the project involves the development of communication products and campaigns addressed to a young European audience. For this project ASCI has set up an extensive network of journalists, NGOs and youth organisations throughout the EU.

7.1.2 Selection of key partners with broad international experience

ASCI has established key partnerships with organizations and companies with broad experience in the carrying out of transnational projects, and in actions related to DG REGIO's activities; for instance:

- Propager** have developed a specifically geographic activity on behalf of several Commission DGs. Propager organises events and contests aimed at young people, mainly under framework contracts for DG DEV and DG JLS. There are five main reasons behind ASCI selecting Propager and they all relate to quality and geographical coverage:

- Propager have developed their own network of local youth associations in order to efficiently promote the DG JLS road show on the Charter of Fundamental Rights (a project implemented at the time in close cooperation with Juan Arcas, now managing director of ASCI and a respected expert in communications). They also set up offices in different EU countries in order to cover events related to EU activities having the ability to send both cameramen and journalists at short notice.

- Propager have been selected by the institutions to promote their actions. They have developed a network of more than 600 local TV channels with whom they regularly operate.

- Their modus operandi, which includes 614 local TV channels, is virtually unique. This can be used if DG REGIO wants to identify potential partners to disseminate their information. The usual providers of events services or audiovisual outputs for the Commission stick to the same old formula, simply stuffing a cassette in an envelope, shipping it anonymously to the TV operator, and forwarding a self-satisfied report to the Commission. Propager act differently: they contact each TV operator in person, asking them for permission to use their data on a mailing list – respecting regulations concerning the use of information for e-mailing, something companies usually do not care about. They then ask each operator to indicate their interest regarding the reception of the audiovisual material. It is then shipped. Propager call again three times, but most importantly they ask for factual information about the use of their material (date, hour, number of runs) and frequently obtain a copy of the airing time. This valuable information for the Commission and professionals indicates thorough, geographical coverage through popular mass media. All requirements under EU law, regarding protection of personal data, are completely met.

- Travel. How many logistical problems and how much of the budget spending relates to the difficulty of reaching a specific zone in the EU and outside when a major project is under pressure? Propager have solved this the simple way: they have set up a specific department that is registered as a travel company to work along with the Events and Audiovisual departments and make their life easier. Faster, cheaper, safer travel conditions.

- Going local for real. Last but not least, Propager have set up a work agreement with local TV operators to use local staff for specific projects. Instead of flying from Brussels with a sound crew, technicians and a complete shooting team, Propager send a producer/journalist and use local staff. The result is once again

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faster, cheaper and more in tune with local realities than it would be with a foreign team discovering the premises.

Please refer to annex 8.11 for more details about the Propager of our Network

- **AEIDL** bring their editorial knowledge of DG REGIO to ASCII. They would identify contact managing authorities and experts throughout the EU and potential and candidate countries.

- **Eurohorizons** specialises in supporting EU activities in Turkey and they will bring their knowledge of Turkey as well as that of the implementation of the IPA.

- **The ISIG and Informest** will bring their knowledge of the implementation dimension of structural cohesion policy in EU and candidate countries. (see annex 8.10 Presentation of ISIG and 8.8 Presentation of Informest)

- The **CECOM** and their research partners will allow us to monitor the new trends in communication based on worldwide observations and experimentation.

- **Reporters** is a group of photographers into one of the most dynamic and technologically advanced photo agencies in Europe (www.reporters.be). Reporters has been successful in defining its place in both the Belgian and international photo markets. The work on daily coverage of all news concerning the European Community, NATO, international leaders and business news. Coverage of timely news stories throughout Europe (see annex 8.9 for more information on Reporters)

- **Twins** based in Brussels, is specialized in post production services, it will contribute to the project with its network of freelancers for the voice of the linguistic versions of audiovisual products (see annex 8.12 for more information on this partner).

- **Finally our IT partner, SWORD**, will bring its workforce based in Belgium, Greece and Luxembourg. Luxembourg offices. This will enable us to work directly with Commission's Offices in Luxembourg.

All the selected employees, (a comprehensive team of 100), have been carefully hand picked on the basis of DG REGIO's needs and requirements. The process started as early as last November. They have all the necessary technical and linguistic capacities as well as prior experience in projects similar to those of DG REGIO.

The proposed director for the entire project, Guy de San, has extensive experience in the project management of large projects throughout Europe.


Each member of the team has subsidiaries, partners and/or sister companies throughout Europe and worldwide.

7.1.3 ASCII's networks

The number of staff presented as well as the number of companies belonging to the network and their capacity in the field of activities covered by DG REGIO's contract will allow ASCII to run different projects at the same time.

Whatever the number of companies or the number of proposed CVs, organizing and running simultaneous projects requires proven expertise. All the companies will be bound by ASCII's quality management approach, certified ISO 9001-2000.

Please find below a table describing our combined networks:

 <p>A SWORD GROUP COMPANY</p>	<p>Communication Services in the field of Development and Cooperation Activities implemented by DG REGIO Lot 1/ 66210-2006 Technical offer</p>	<p>Last revision 15-Apr-07</p>
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Partner	ASCII	Sword Technologies	AEIDL	Eurohorizons						<p>ASCII will provide the contract manager, who will be the sole interlocutor for DG REGIO. ASCII's quality procedures will be enforced inside ASCII. ASCII will remain the sole agent responsible for the quality of all deliverables produced by its partners. ASCII will provide its teams of graphic designers, IT staff, multi-media journalists (experienced in audiovisuals, the web and print) and proofreaders. ASCII will be in charge of all administrative aspects of the framework contract (invoicing, billing, planning etc).</p> <p>Sword Technologies: ASCII's sister company will provide IT support as well as its workforce expert in Documentum, Open source, Oracle, R&D facilities etc. and place these at the disposal of DG REGIO.</p> <p>AEIDL: Former DG REGIO contractor, they will provide continuity to the project (easy take over) as well as its editorial workforce who is expert in DG REGIO's activities. They will also bring expertise in the field of contacting the managing authorities in charge of implementing DG REGIO's tools.</p> <p>Eurohorizons: One of the leading Turkish companies, they are experts in the field of EU affairs including the implementation of the IPA. They will provide consultancy in all aspects of the program that might involve special quotes regarding Turkey.</p>
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	X									

Partner	Informest	ISIG	CECOM and CERIC	ProPager	Kraft and Werk
<p>Informest: An Italian company, expert in regional policy (implementation of projects). They will provide their European network (more than 50 experts) in the field in order to assist ASCII when looking for information in Europe.</p>	<p>ISIG (International Sociology Institute): Ideally located in Gortia in Italy, (between the North of Italy and the Balkans), ISIG has developed know how in the field of Enlargement and the implementation (politics, environment, sociology etc) of the Regional policy. Partner of the Committee of the Regions and of the Council of Regions, the ISIG will bring their experts (coming from all Europe) and R&D capacity to ASCII.</p>	<p>CECOM (Louvain La Neuve) and CERIC (Montpellier) will bring its expertise from their worldwide researches in the field of communication</p>	<p>ProPager: A firm specialised in designing and implementing events in Europe, its offices in Paris, Brussels, Prague, and Warsaw, as well its network of associations based throughout the EU, will allow ASCII to find journalists, cameramen etc. in order to cover local events related to DG REGIO's activities. ProPager counts DG JLS, DG Dev and EuropeAid (in partnership with ASCII), among its clients.</p>	<p>Kraft and Werk: Based in Maribor, Kraft and Werk, is a communication company whose network covers all the Balkan countries, potential candidates to the EU. Kraft and Werk have implemented EU contracts for DG SANCO as well as for the ECB (for the Euro Communication campaign) in partnership with ASCII. They will bring their operational knowledge of the Balkans to ASCII</p>	
	X				
	X				
		X (research)	X (research)		
				X	
					X

Partner	Reporters	TWINS	Information	Promotion	Technical work	Organizing work	IT support	Other tasks
	<p>Reporters: is a group of photographers into one of the most dynamic and technologically advanced photo agencies in Europe. Reporters has been successful in defining its place in both the Belgian and international photo markets. The work on daily coverage of all news concerning the European Community, NATO, international leaders and business news. Coverage of timely news stories throughout Europe</p>	<p>TWINS based in Brussels, is specialized in post production services, it will contribute to the project with its network of freelancers for the voice of the linguistic versions of audiovisual products</p>		X				

7.2 ASCI's approach to the coordination of pan European activities and projects

The planning, direction and follow-up of projects involving the execution of activities with a large geographical coverage and the interactions of several actors, (project team members, partner organisations, subcontractors, etc), present many challenges. These centre on assuring the smooth development of projects, information flow, coordination of the work, etc.

In the past, ASCI has been able to overcome these difficulties through the following approach:

- Formalised partnership agreements in the early stages of the project, paying attention to the clear definition of the roles and responsibilities of each of the partners located abroad.
- Devoting time and resources to planning the job to be performed by each party so that the plans become the instrument for the efficient monitoring of the progress of the work.

- Transmitting ASCI's quality management approach to all actors involved in a given project by means of:

- The adaptation or creation of ASCI's administrative procedures, (for reporting, budgeting, etc), and templates, (e.g: report templates, expenses notes, budgets, etc.), to harmonise the format of information. This facilitates the consolidation of documents by the project manager and assures that all the necessary information has been provided.

- The preparation of procedures and technical guides, (e.g: journalistic, editorial, audiovisual guides, adapted to the needs of the projects requested by DG REGIO), for processes crucial to the success of the project. These documents are aimed at assuring the consistency, in terms of quality, of the deliverables produced by different parties and in several locations.
- Communicating and reinforcing the implementation of the relevant sections of the Project Quality Plan drafted for the project (e.g.: quality controls, conventions for the identification of documents and exchange of information, validation processes, etc.)

- Continuous evaluation of the performance of subcontractors and partners with records kept of all assessments; thereby allowing ASCI to only select partners with an outstanding performance record in a region or field of activity for other projects.

- The deliverables produced by partners and subcontractors are subject to verifications and checks by ASCI's quality team, before their delivery or integration in a final information product.

- Applying ASCI's management principles proposed to our clients to our partners and subcontractors, that is to say:

- Identifying one contact person in each location or partner organisation that then liaises with the ASCI project manager.
 - Developing bridges between teams (e.g: teams operating in different locations), in order to allow interactivity and the development of a whole communication strategy.

- Agreeing on the type and frequency of reports to be prepared in order to assure the efficient flow of information among the parties involved in the project.

- Having periodic meetings (in a given location or making use of telecommunications facilities) for discussing current/potential problems, plans and reports review, etc.

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8.1 ASCII Quality Manual

8 ANNEXES

régi par les dispositions du contrat-cadre n° [complet] signé le [complet]

En application des dispositions des articles 3 et 4 du Protocole sur les privilèges et immunités des Communautés européennes, la Commission est exonérée de tous droits et taxes, notamment de la taxe sur la valeur ajoutée (TVA), sur les paiements dus au titre du présent bon de commande.

[En Belgique, l'utilisation de ce bon de commande vaut demande d'exemption de la TVA. La facture doit porter la mention suivante: "Commande destinée à l'usage officiel des Communautés européennes. Exonération de la TVA, article 42 § 3.3 du code de la TVA".]

[Forfait sans frais remboursables] [Frais remboursables jusqu'à concurrence de ... euros, à ajouter au prix, selon les conditions stipulées dans le contrat].

	[L'exécution des tâches commence [à la date de la signature du présent bon de commande par le contractant] [le indiquer la date].]

_____[s]:signature_____ :signature(s):_____

Fait à [Bruxelles], le [date]

ANNEXE III

CONTRAT SPÉCIFIQUE n° [compléter]²
mettant en application le contrat-cadre n° ...

La Communauté européenne [de l'énergie atomique] (ci-après dénommée «la Communauté»), représentée par la Commission des Communautés européennes (ci-après dénommée «la Commission»), elle-même représentée en vue de la signature du présent contrat par [prénom/nom, fonction, service]³,

d'une part,

et

[dénomination officielle complète]⁴
[forme juridique officielle]⁴
[numéro d'enregistrement légal]⁵
[adresse officielle complète]
[n° du registre de la TVA]

(ci-après dénommée(e) "le contractant"⁶), [représenté(e)] en vue de la signature du présent contrat par [nom, prénom et fonction,]]

d'autre part,

SONT CONVENU(ES)

ARTICLE III.1: OBJET

III.1.1 Le présent contrat spécifique met en application le contrat-cadre n° [compléter] signé par la Commission et par le contractant le [indiquer la date] [et renouvelé le indiquer la date].

III.1.2 Le présent contrat spécifique a pour objet [décrire brièvement l'objet]. [Le présent contrat spécifique porte sur le lot [compléter] du contrat-cadre.]

III.1.3 Le contractant s'engage, aux conditions stipulées dans le contrat-cadre et dans le présent contrat spécifique, ainsi que dans leur(s) annexe(s) qui en font partie intégrante, à exécuter les tâches suivantes: [décrire à l'annexe [compléter].]

2 Les mentions [en italiques] doivent être supprimées lorsqu'elles sont sans objet.
3 Les mentions [en caractères romains] doivent être complétées.
4 Le fonctionnaire de la Commission doit être un ordonnateur (par délégation ou sous-délégation), désigné conformément à la note N° 60008 du 22 février 2001 "Mise en place de la Charte des ordonnateurs".
5 Supprimer si le contractant est une personne physique ou un organisme de droit public.
6 Supprimer si le contractant est un organisme de droit public. Pour les personnes physiques, indiquer le numéro de leur carte d'identité ou, à défaut, de leur passeport ou d'un document équivalent.
7 En cas d'offre conjointe et si l'appel d'offres le stipule, la clause suivante doit être ajoutée après la désignation des parties: «Les parties susnommées et ci-après désignées collectivement "le contractant" sont solidairement responsables de l'exécution du présent contrat à l'égard de la Commission».

ARTICLE III.2: DUREE

III.2.1 Le présent contrat spécifique entre en vigueur [à la date de la dernière signature]⁷ [le compléter si les deux parties contractantes ont déjà signé].

III.2.2 La durée des tâches ne doit pas dépasser [jours/mois]. L'exécution des tâches commence le [date d'entrée en vigueur du contrat spécifique] ou [le - préciser la date]. Le délai d'exécution des tâches ne peut être prolongé que moyennant l'accord exprès écrit des parties avant l'expiration du délai.

ARTICLE III.3: PRIX

III.3.1 Le montant total à verser par la Commission en vertu du présent contrat spécifique s'élève à [montant en chiffres et en lettres] euros et couvre l'ensemble des tâches exécutées.

III.3.2 Outre le prix, [il n'est prévu aucuns frais remboursables] [les frais jusqu'à concurrence de ... euros seront remboursés selon les modalités prévues au contrat-cadre].

[Pour les contractants établis en Belgique, les dispositions du présent contrat constituent une demande d'exemption de la TVA n° 450, à condition que le contractant porte la mention suivante sur sa/ses facture(s): "Exonération de la TVA, article 42, paragraphe 3.3 du code de la TVA" ou une mention équivalente en néerlandais ou allemand.]

ARTICLE III.4: ANNEXES

Annexe A - Ressources affectées à l'exécution⁸
Annexe B - Offre spécifique du contractant⁹ (n° [compléter] du [compléter])

SIGNATURES

Pour le contractant,
Pour la Commission,
[dénomination sociale/prénom/nom/fonction] [prénom/nom/fonction]

signature(s) : _____
signature[s]: _____
Fait à [Bruxelles], le [date] Fait à [Bruxelles], le [date]

en deux exemplaires en français.

⁷ En règle générale, la Commission signe en dernier. Dans ce cas, le contractant doit être informé de la date d'entrée en vigueur du contrat spécifique.
⁸ Annexe à inclure uniquement s'il n'a pas été possible de mentionner les ressources affectées à l'exécution dans le corps du contrat spécifique.
⁹ Annexe à compléter et ajouter en cas de contrats-cadres multiples "en concurrence".