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Accelerator Report

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DLT4EU Accelerator Report

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- ✓ **P** **Public**
- C** Confidential, only for members of the consortium and the Commission Services



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STATEMENT OF ORIGINALITY

This deliverable contains original unpublished work except where clearly indicated otherwise.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

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Introduction

Programme Introduction

DLT4EU aims to stimulate the development of cutting-edge Distributed Ledger Technology (DLT)-based applications that address pressing social and environmental challenges and drive positive change for the public good. The project will develop a strategic design of an accelerator programme, that will facilitate DLT companies to address technical and business barriers, in order to build public good applications around the themes of digital citizenship and the circular economy.

The DLT4EU accelerator programme is built upon the 'Virtual Field Lab' (VFL) concept of bringing together DLT developers alongside challenge owners, to create proof-of-concept prototypes. The selected candidates will develop their applications within a VFL: a virtual environment for DLT experimentation in response to an appropriate real world challenge. Each VFL will have a 'Challenge Owner' who will scope, guide and define the problem, alongside a network of mentors and experts. As a result of the programme, innovators will have developed proofs-of-concept - in the form of functional prototypes - that will be utilised to demonstrate the value and utility of DLTs in the public good sector. These proofs-of-concept (PoCs) will be assessed by an Evaluation Jury using bespoke evaluation criteria, with three to five applications awarded follow-on funding.

Scope of the DLT4EU Accelerator Report

This report details the accelerator structure and content (including accelerator design methodology and framework, the Virtual Field Labs concept, and the programme structure and content). The report will share the key timeline for the programme, as well as the specified sub-challenges identified with challenge owners. The report will also contain materials for other organisations looking to set up similar programmes who could benefit from the operational guidance provided.

This report will cover:

- Key insights and recommendations from the D1.2 Insight Report
- How the drivers and barriers identified in the Insight Report inform the design and delivery of the DLT4EU accelerator programme
- The methodology and process for designing the programme
- An overview of the accelerator programme structure and delivery plan, including challenge scoping, open call and project selection, and Virtual Field Labs (VFL)
- Useful resources and guidelines for setting up similar programmes

Chapter 1: DLT landscape for public and social good

The current DLT/blockchain landscape and applications in the public and social good sectors, including both drivers and barriers for adoption, play an important part in the shape of the accelerator programme and how we assess its impact. This section draws from the early stage D1.2 Insight Report produced by the consortium to put into context the key methodologies and framework of the accelerator design.

Key findings from the Insight Report

Opportunities and barriers identified

Throughout the ecosystem mapping process, 179 DLT organisations were identified as working specifically on DLT solutions for public good in Europe. The mapping identified 16 leading sectors in which DLT applications are being applied.¹

Whilst DLT is by no means a panacea for all societal challenges, there are an increasing number of opportunities becoming apparent. These opportunities offer both incremental and transformational positive impact in the public sector in a manner that has not been possible with previous data management technologies. Distributed ledgers are likely to become critical infrastructure for public sector institutions, delivering a robust system to ensure data integrity and transparent data management, as well as the potential for enhanced resilience through redundancy. There is significant pressure on the public sector to maintain best practice around data governance, leading to growing numbers of politicians, technologists, academics and other relevant stakeholders around the world becoming interested in distributed ledgers.

However, out of the 179 DLT apps surveyed within the study little evidence of public sector implementation at scale (e.g. full adoption and/or implementation beyond a niche user group) was found. Even in instances where a demonstration was deemed to be successful and had proven the underlying business case, a fully fledged blockchain-based system has yet to be implemented. This is due not to the immaturity of the actual technology, but to the immaturity of the environment surrounding the technology - uncertainty over regulation, legal clarity over tokenisation, automation of processes by smart contracts, and governance models for managing shared ledgers - evolving slower than the technology. This is also compounded by the perceptions of traditionally risk-averse public sector actors that whilst they are often cognizant of the benefits that DLT can offer, the technology needs to be fully demonstrated and evidenced by long term usage in the private sector before scaled implementation can begin.

This can only be realised with a concerted effort to increase experimentation and development of ledgers in response to real-world challenges, pushing the public conversation beyond the

¹ D1.2 Insight Report is a forthcoming publication produced as part of DLT4EU.

occasional proofs-of-concept. Although interests in accelerating adoption have already been expressed across Europe, this requires more hands-on and practical intervention by both national and supranational actors so as to best align efforts and gain cross-border learnings in a manner that will benefit public services for citizens, increase resiliency for the public and private sectors within Europe, and benefit European and global markets.

A number of key issues have been identified and clustered into three predominant categories:

- **Legal:** 1. Reconciling GDPR and DLT; 2. Regulatory processes (or uncertainty from lack thereof) elongating investment cycles
- **Political:** 3. Governance uncertainty; 4. Expectations around DLT from both citizens and public sector
- **Technological:** 5. Interoperability and intuitive user interface; 6. Limited throughput; 7. Proof of personhood

The opportunity for DLT to drive social and environmental good in the European public sector is vast, with DLT offering the ability to create new, more coordinated and equitable solutions for multi-stakeholder issues in the context of the circular economy and digital citizenship. The organic convergence of these two fields - DLT and the public sector - has had limited scope, for a number of reasons outlined in this report.

Given the seismic social and environmental benefits offered by the use of DLT, it is clear that a pan-European initiative to de-risk this experimentation, and interconnect the correct ecosystem of players, is fundamental to driving the future of European innovation.

Recommendations informing accelerator programme design

1. Ensuring innovators have the correct resources and access to solutions for technical, legal and business barriers.
2. A means to further experiment and develop valuable DLT use cases for the public sector in a de-risked environment.
3. Successful early adopters of the technology are essential for driving the use of the technology forward - these early adopters should be suitably and visibly supported.
4. Thoughtful DLT development considering potential unintended consequences of services.
5. Incentivising public actors to participate in partnerships to increase visibility of DLT's benefits, share knowledge, and help to mature the business environment for distributed ledger technologies.

The key findings and recommendations from the D1.2 Insight Report are closely aligned with the purpose and design of the DLT4EU Accelerator Programme, focused on de-risking DLT experimentation for the public and social good sector and increasing the visibility of DLT benefits and applications to mature the adoption environment for DLT.

Chapter 2 - Accelerator Programme Design

This section of the report will look at the process and methodology behind the design of the accelerator programme, taking into account the purpose of the accelerator programme, the challenge areas focused on, as well as impact assessment. This section will also cover the design of the VFL and why it is an important component for the accelerator.

Design methodology and process

Purpose of the accelerator programme

As described in the introduction, the purpose of the accelerator programme is to stimulate the development of cutting-edge DLT-based applications that address pressing social and environmental challenges and drive positive change for the public good.

The accelerator programme needs to:

- Enable DLT companies to understand different applications that are relevant in the public and social good sector, by connecting them to public sector organisations with appropriate challenges to build real-world use cases
- Support DLT companies in building sustainable business models, including mentoring on value propositions, financial strategies, legal and compliance procedures, and ethical product development frameworks
- Inform public sector organisations of the potential of DLT in solving challenges related to the public good and how they can work with DLT startups and scaleups to scope and address these challenges
- De-risk the experimentation and collaboration process for both challenge owners and DLT companies
- Facilitate the building of concrete, demonstrable use cases for DLT application in the public and social good sector
- Convene the European ecosystem around DLT for public and social good and accelerate the adoption of the technology in the sector

With the purpose of the accelerator in mind, the DLT4EU consortium utilised its experience and knowledge in running accelerator programmes, innovation sprints, and PoC coaching to develop the most appropriate structure and content for the accelerator programme.

The results of the programme will take the form of DLT PoCs that can be used to demonstrate the purpose and potential of DLTs to address the public sector challenges set by participating Challenge Owners. These PoCs will be evaluated using a robust impact assessment framework². All PoCs will be presented to a large public audience at a final event in Brussels, with three to five PoCs being awarded follow-on funding.

Accelerator design process

Designing the accelerator programme is an iterative and collaborative process undertaken by the consortium. Starting from the grant application, the consortium shared domain-specific expertise and key learnings from the programmes we deliver.

During the project kick-off meeting, the consortium reviewed the high level accelerator programme design to align on:

- The structure of the accelerator and the VFL in particular
- The key events and deliverables within the accelerator
- The challenge scoping process and the role of the challenge owners
- The open call and venture team recruitment process, including project selection criteria and the review committee
- The engagement with both challenge owners and venture teams within the accelerator
- Impact assessment

Through the workshops and ideation sessions in the kick-off meeting the consortium had the opportunity to refine the design of the accelerator as put forward in the grant application.

Design of the VFL

In designing the structure of the accelerator programme, the flexibility of the VFL framework and the structured support of a traditional accelerator programme were combined. The VFL concept was originally designed by the consortium member Digital Catapult and delivered as DLT Field Labs in a few key industry verticals in the UK prior to the DLT4EU program beginning. The key components above combine Digital Catapult's innovation programmes and activities as commonly delivered to its stakeholders both in the public and private sectors. This is an innovative structure as it allows for:

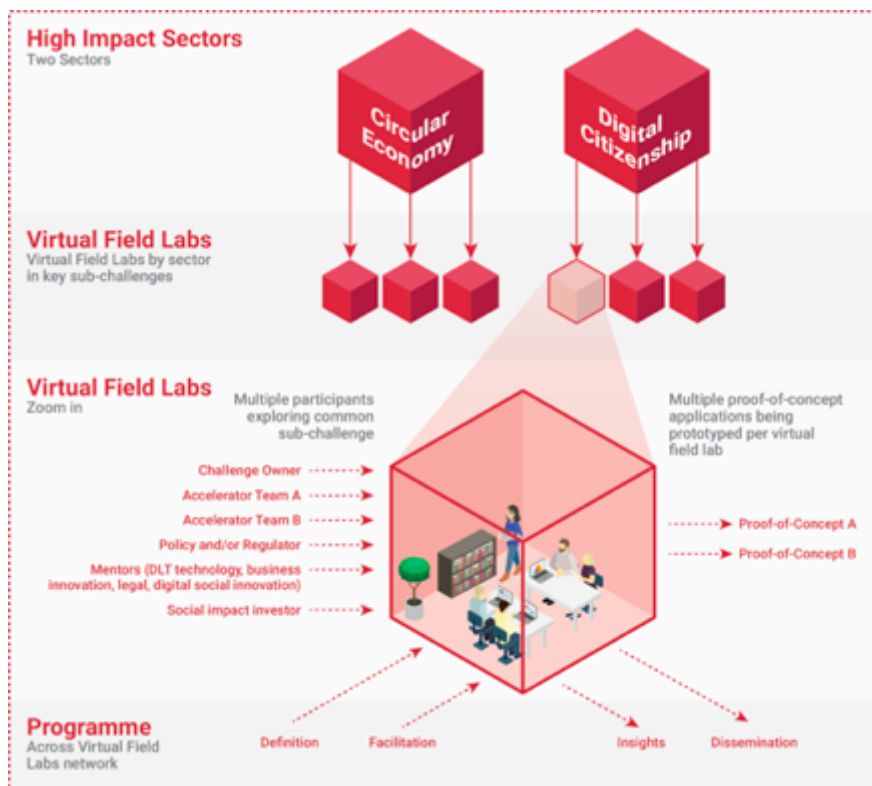
- Challenge identification and scoping, especially challenges that can be applied across an industry verticals
- Venture team sourcing, identifying projects that can prove the value of the technology in solving the challenge(s)
- Time-boxed development sprint process with stage gates
- Regular check-ins with venture teams on PoC development and alignment with challenge owners
- Review at the end of the six-month development process and plan for scaling up

² The Impact assessment framework is detailed in D7.1 Impact Assessment.

The DLT Field Lab concept has been designed and delivered by Digital Catapult in different industry verticals including construction, energy, and nuclear decommissioning. In all the above use cases the Field Lab structure has proven effective in not only bringing together a diverse range of stakeholders within an organisation, but aligning the priorities between organisations within an industry. To note an example from the construction Field Lab, the workshops within the programme brought together prime suppliers, public sector organisations and clients, as well as the prime supplier’s supply chain partners. This ensures that any challenge areas identified and addressed will resonate through the supply chain and enable business impact across different stakeholders. In the case of the energy sector Field Lab, the key is to incentivise different energy providers to collaborate on a joint solution.

The model has been ‘virtualised’ for use across a broader geographic context, where challenge owners and DLT developers may not sit side-by-side in the same office, hence the renaming to a Virtual Field Lab, or VFL. The VFL model and the process of challenge scoping allows for specific and defined collaboration between different players in the same market. For these reasons the VFL structure will help to ensure the objectives of DLT4EU.

Graphic 1: Digital Catapult’s VLF



By incorporating the framework of the VFL with a six-month structured accelerator programme, DLT4EU will be able to expand on the regular support provided to the venture teams during the VFL, as well as provide additional business, investment, and sector-specific mentoring and training. This will ensure that in addition to building functional prototypes and solutions to the specific challenge(s) identified, the venture teams are also able to build and scale a sustainable

business model. For this programme, the consortium will consolidate a list of acceptable minimum deliverables to be considered a PoC/workable prototype, these may include:

- A functioning UI / UX
- A functioning backend tech stack using DLT
- A preliminary business model and market analyses
- Public repository of the source code (e.g. Github etc.)

Challenge areas

To ensure the challenges tackled through the accelerator programme are grounded in important themes within the public and social good sectors, the consortium has focused the accelerator on two key challenge areas: the Circular Economy and Digital Citizenship. These challenge areas are defined and scoped collaboratively with the challenge owners.

Below is an outline of the two themes and how DLT applications can be relevant to solving these challenges.

Circular Economy

The circular economy is a new economic model for addressing human needs; an economy that fairly distributes resources without undermining the functioning of the biosphere or crossing any planetary boundaries. Facing an ever-increasing global consumption of natural resources, and related environmental and socioeconomic challenges, expediting the transition towards a circular economy is critical for Europe.

Within the Green Deal³, the European Commission has set an ambitious strategy for transitioning Europe to a climate-neutral and circular economy, progress to date has been fragmented and slow. Europe faces a series of key challenges to realising wider implementation and impact of circular economy solutions.

Such challenges include:

- A lack of awareness and understanding of the opportunities of a circular economy;
- Limited incentives and best practice guidance for market and non-market application;
- A significantly limited amount of data- and digital- infrastructure to support the transition.

To date, there have been only a small number of private and public organisations taking the lead and investing heavily in new sustainable strategies, operating models, and technologies.

Distributed Ledger Technologies have the potential to create opportunities across a range of private and public sectors for expediting the transition to a circular economy. The unique characteristics of DLTs - lower transaction costs, increased transparency, and enhanced collaboration - carry high-impact potential across public policy for climate change and

³ https://ec.europa.eu/info/sites/info/files/european-green-deal-communication_en.pdf

environmental sustainability at the EU-, national-, and municipal- level. We have identified three key themes where DLTs can be most impactful:

1. **New economic models:** In pay-per-use models, users pay for the use of a product instead of possession. This product-to-service model creates incentives for products that last, stimulates value chains to work together, and places more responsibility on producers for the collection, processing, and reuse of products. Within the public and social sectors such interventions can greatly improve procurement and asset management processes.

Lead beneficiaries of Pay-Per-Use solutions include: public service providers, public sector procurement departments, public utilities providers, citizen communities (such as cooperatives).

2. **Supply chain transparency:** Tracking the provenance of materials, components, and products throughout supply chains using DLTs will enable anyone along the way to account for their validity and circularity – from the moment they are first extracted or created, all the way through their many life cycles. Within public and social sectors such DLT interventions can support public certification and procurement processes to more effectively account for the environmental and social impacts of goods, services, and organizations alike.

Lead beneficiaries of transparency solutions could be: public / private construction and demolition sectors, cities and regional governments, public waste management, and public certification bodies.

3. **Open data:** A persistent reluctance to share information, deeply rooted in the global race to lower costs, coupled with information asymmetry, is contributing to a competitive and counterproductive mindset whereby valuable materials and resources are kept within siloed supply chains and ultimately relegated as waste far before they reach the end of their useful life. This economic model has resulted in the continual generation of waste and extraction of raw materials. DLTs can facilitate new open and symbiotic data sharing models between public organisations and public/private partnerships alike that lead to significant reductions in CO2 emissions, effective resource reuse and recycling, and the creation of new circular economy jobs.

Lead beneficiaries of shared data solutions could be: public sector procurement departments, public sector service providers, public / private partnerships, charities and international development organisations.

Digital Citizenship

Digital Citizenship can be broadly defined as the application of digital technologies to better facilitate and engage citizens in public decision-making, service improvement, and social impact initiatives. This can be at a local council / municipal, city or national-level.

The European Commission's Digital Transition Partnership⁴ aims to ensure the provision of improved public services for citizens through helping cities adopt digital innovation. This includes progressing digital skills, creating citizen-centric e-government, encouraging the release and use of open, public, and personal data.

Public and social organisations around the world are implementing a diversity of DLT pilot projects within the Digital Citizenship sector, with significant investment and R&D demonstrating the technology's great potential value to public and social life across Europe. To date DLT applications have responded to government needs for voting infrastructure, digital identity, e-government services, and record-keeping of all types; with many applying the technology to better engage citizens in public decision-making, improve the provision of public services, and enable public/civic social impact initiatives to grow and thrive. Such DLTs can activate initiatives at the local council / municipal, city, and national-level.

Despite considerable piloting, there remains many untapped opportunities for the use of DLTs to support the co-creation of a fully inclusive European public society. The immutability, transparency and security of DLTs make them ideal for use in the development of public and social systems for service provision, equitable representation, and participation. In this way, there is the potential to support whole sectors of society - especially those currently marginalised by traditional public infrastructure - to participate more meaningfully in public life.

We have identified three key themes where DLTs can be most impactful:

1. **Civic engagement:** The integrity of electoral processes is of increasing global concern even in stable democracies. Moreover, the ability to participate in democratic decision-making and consensus-forming processes can be very challenging for marginal and less-mobile communities within EU society. Additionally, public innovation projects can present the major risk of demotivating civic participation due to a lack of accessibility and accountability. Within public and social sectors such DLT interventions can support flexible civic-centered initiatives and decentralised platforms for the collaborative economy and as well as promote decentralised digital infrastructure that facilitates increased participation in complex, multi-actor decision-making and consensus forming.

Lead beneficiaries for engagement solutions could be: city councils, municipalities, public service providers, citizens, community-action groups, charitable services, public policy, and lobby groups.

2. **Supply chain transparency:** Social inclusion - ten identity is a key condition of democratic participation, public service provision, and governmental services. However, this disproportionately affects undocumented or peripheral communities, reinforcing their disconnect from societal and economic inclusion and preventing their transition into active civic participation. Within public and social sectors such DLT interventions can support digital identities that enable public sector bodies to safely and efficiently converge, pool, and share private data in response to grant / control access measures stipulated by individuals.

⁴ <https://ec.europa.eu/futurium/en/node/1963>

Lead beneficiaries for transparency solutions include: cities, national governments, charities, public service providers, citizens, undocumented and minority communities.

3. **Data sovereignty:** Citizens are increasingly using devices to collect and share data both in proprietary and open platforms. Often, this data is an exchange for a “free” service from a private provider, or locked within public and research institutions who are unable to open up the data for public good. Within public and social sectors such DLT interventions can support self-sovereign citizen data ownership and management, improving the availability of data for the use of predictive data models to improve public service provision.

Lead beneficiaries for sovereignty solutions include: cities, national governments, public service providers, citizens, research institutions.

Chapter 3 - Accelerator Programme Structure and Delivery

This section will outline the structure and content of the accelerator programme, including the challenge scoping process, open call and venture team recruitment, and the topics covered in the accelerator programme.

Challenge scoping and challenge owners

The challenge scoping process

The consortium undertook a phased challenge scoping process with potential challenge owner organisations across Europe. During the grant proposal phase the consortium pulled together a list of potential challenge owners and secured letters of support from different organisations. In the last few months the consortium has worked to expand the list as well as follow up with interested organisations to help them scope an appropriate challenge.

Throughout the challenge scoping process it is important to:

- Maintain a challenge-led approach rather than solutionising with the challenge owners
- Define clear roles and responsibilities for the challenge owners throughout the programme
- Ensure a good balance of challenges across the two themes with challenge owners across different European countries

The process taken with potential challenge owners is as follows:

- **Preliminary outreach** to:
 - Explain the purpose of the programme and the types of potential challenges
 - Gauge interest level and gather any initial information on potential challenge areas
 - If of interest, schedule follow up challenge scoping sessions
- An **initial ideation** call to:
 - Understand the current challenges and opportunities within the organisation and the work they do
 - Identify a number of challenge areas to focus on and their potential impact

- Get an overview of the organisation’s previous and current projects related to using advanced digital technologies, especially DLT, and any future strategic directions
- Outline current and potential use cases of DLT in the public and social good sectors
- Understand if there are other potential partners to bring on board as part of the challenge
- Gain an overview of the different user groups and beneficiaries
- **A challenge definition session to:**
 - Narrow the scope of the challenge as required and define specific inputs from the challenge owner
 - Gather specific information including stakeholders that need to be involved and data availability
 - Check on the technical feasibility of solving the defined challenge, taking into account current market capabilities and developments as well as the timeline of the programme
 - Opportunity to better align on the desired outcome for the challenge owners

Challenge owners

Below is a list challenge owners and a description of the organisations:

Challenge Owner	Description
Hgb Works	Hgb Works is the internal innovation department of the City of Helsingborg Municipality, tasked with solving fundamental city challenges. The Digital Development team focuses on the agile application of digital technologies to city services, experimenting with technologies such as Artificial Intelligence and Distributed Ledger Technologies to improve citizen experiences of their city.
CTO City of Amsterdam	The Chief Technology Office of the City of Amsterdam is an internal innovation team who work across the City’s departments, fostering innovation initiatives in areas such as e-health, the circular economy, smart mobility, and procurement.
Digital Futures Society + Catalan branch of the Spanish Red Cross	<p>Digital Future Society is a programme of the Spanish Ministry of Economy and Business in collaboration with Mobile World Capital Barcelona that seeks to build an inclusive, equitable and sustainable future in the digital era. The programme engages policymakers, civic society organisations, academic experts and citizens to respond to the challenges of the digital age.</p> <p>The Catalan branch of the Spanish Red Cross is a humanitarian institution, of a voluntary nature and of public interest, which carries out its activity under the protection of the Government of Spain. It is part of the International Red Cross and Red Crescent Movement,</p>

	whose purpose is to alleviate human pain through immediate care according to each particular situation.
Dark Matter Labs	Dark Matter Labs is a design and innovation lab focused on helping societies, communities, and nations develop the new systems required to respond to climate change. DML's projects apply research and prototyping techniques to identify and build the new models required to successfully adapt. Current projects include 'Alternative Camden' - a civic innovation initiative - and 'Civic Capital', focused on how to develop, store, and allocate value.
Sant Boi de Llobregat City Council	Sant Boi de Llobregat City Council provides all the public facilities and services that contribute to meet the needs of the community such as citizenship participation, self-organisation, local identity and representation, environmental sustainability, territory management, social cohesion, connectivity, communication and mobility infrastructures, energy and economic resources management.
UNDP AltFin Lab	The Alternative Finance Lab (AltFin Lab) of the United Nations Development Programme (UNDP) is an internal innovation team focused on experimenting with new financial mechanisms and technologies to progress the Sustainable Development Goals (SDGs). AltFin Lab's portfolio includes successful pilots with Distributed Ledger Technologies such as CederCoin, TreeCoin, and The Other Way.
AGID	The Agenzia per l'Italia Digitale - Agency for Digital Italy (AGID) is the digital innovation agency of the Presidency of the Council of Ministers. The AGID is responsible for the digitalisation across both the different national government bodies as well as the use of digital technologies by the public. AGID collaborates with multiple local, national, and international bodies to promote digitalisation, including the European Blockchain Partnership on topics such as the European Blockchain Services Infrastructure.

The role of a Challenge Owner

Challenge Owners are cornerstone actors within the DLT4EU accelerator and play the important hybrid role of mentors, early-adopters, and market testers. With the support of the DLT4EU Consortium, Challenge Owners will identify, shape, and set the challenges that venture teams work to solve in their VFLs over the six-month duration of the accelerator. Throughout the accelerator, each Challenge Owner will act as lead beneficiary of their respective PoC: providing the venture team close connectivity and insight into the real-world challenge and needs the PoC is meant to meet, and helping to direct the PoC's overall development. An estimated commitment for each Challenge Owner includes:

- **Prior to Accelerator:**

- February-March 2020: Two one-hour virtual sessions to define and shape the challenge.
- May-June 2020: A two-hour virtual session where the Challenge Owner reviews the applications received and identifies their preferred applicant.

- **During Accelerator:**

- July 2020: A two-day session in Amsterdam in order to attend the public accelerator launch event and first in-person bootcamp.
- September 2020: A one-day session in London in order to attend the second bootcamp.
- November 2020: A one-day session in Barcelona in order to attend the third bootcamp.
- August-December 2020: Six one-hour virtual check-ins to speak with the venture team and help shape the overall development of the PoC.
- December: A one-hour final check in during the last month of the accelerator where the venture team presents their final PoC and receives feedback.

- **After the Accelerator:**

- January 2021: A one-hour virtual call with the DLT4EU project partners to provide feedback on the PoC delivered at the end of the accelerator programme.
- March 2021: Option to attend the DLT4EU final event in Brussels.

Throughout the acceleration programme the consortium will provide continued support to Challenge Owners, from challenge identification and scoping and venture team selection, through to managing the PoCs and assessing the outputs. With combined expertise in DLT, digital social innovation, the circular economy, and acceleration programme delivery the consortium will support the challenge owners in ensuring:

- The challenges defined are of appropriate scope to be addressed
- The selected venture team(s) has the technical capability needed to develop an appropriate solution to the challenge
- Effective alignment during the first bootcamp in Amsterdam on PoC development plan and objectives
- Support in checking in with venture teams during the six month acceleration programme to ensure PoC development is on track

Open call and venture team sourcing

Details of the open call process and assessment criteria can be found in the D2.2 Open Call Report⁵. Below is a snapshot of the timeline for venture team sourcing, assessment, and announcement.

The open call will run between **14th April and 6th May 2020**. Selection of the candidates will end on 2nd June 2020.

The expressions of interest (phase one) and full application of ventures (phase two) will be submitted via the DLT4EU website.

- **Phase one: Expression of Interest**
 - **Stage 1: 14th April to 6th May.** Potential venture teams make an 'expression of interest' on the DLT4EU website via an application form.
 - **Stage 2: 7th May to 11th May.** Partner Consortium and external selection committee members review initial applications and send rejection emails to out of scope venture teams.

- **Phase two: Full application**
 - **Stage 1: 11th May to 25th May.** The phase two full application is sent to successful phase one applicants who will be given two weeks to return a completed application. During this stage, Q&A webinars will be held to support applicants in completing their application.
 - **Stage 2: 26th May to 1st June.** Selection committee reviews applications and selects the top candidates to be shared with challenge owners.
 - **Stage 3: 1st to 5th June.** Challenge owners to review and select the top applications they want to have a final interview call with.
 - **Stage 4: 8th to 12th June.** Challenge owners have final interview calls with top applicants and make a final selection.
 - **Stage 5: 16th June.** Winners are publicly announced.

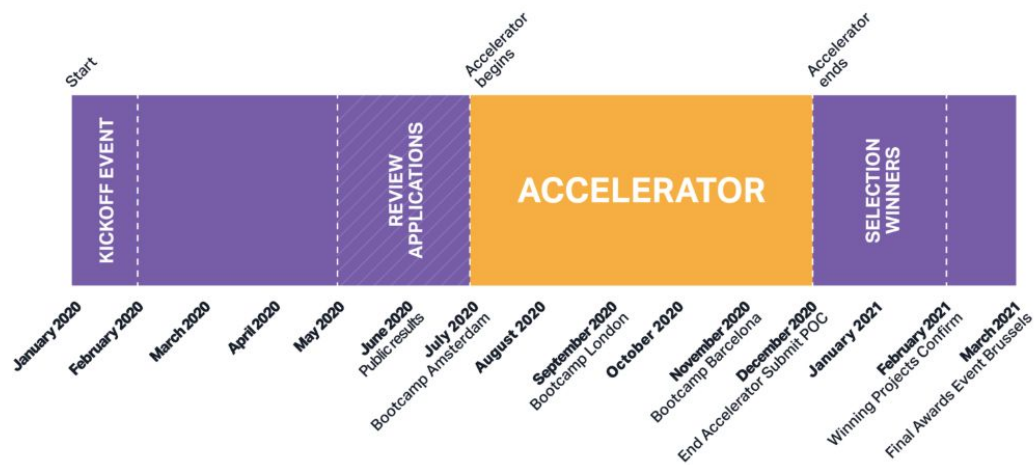
⁵ D2.2 Open Call Report is a forthcoming publication produced as part of DLT4EU.

The Accelerator Programme

This section details the structure of the accelerator programme, including the delivery of the Bootcamps as well as various aspects of programme management.

Programme timeline

Graphic 2: DLT4EU overall programme timeline



Venture Team management

Throughout the accelerator programme, the consortium will support the venture teams through:

- Establishing a platform (e.g. Slack) for regular communications and dissemination of information
- Setting up monthly reporting and impact assessment mechanisms to check in with the teams' development of both their technical PoCs as well as business strategies
- Providing ongoing mentorship as required through ad hoc consultation calls in between each bootcamp
- Connecting with relevant subject matter experts either during the bootcamps or remotely as required
- Collecting feedback on bootcamp activities and topic areas, which can in turn inform any adjustments to future bootcamps

Onboarding

Once announced, the venture teams will be onboarded formally to the DLT4EU programme by the consortium. The venture teams will be asked to:

- Sign the Participation Agreement
- Confirm main point of contact for each venture team throughout the programme and attendance at each bootcamp
- Take part in GDPR/data management webinar
- Complete capacity assessment by outlining resources and skills they will draw upon throughout the accelerator programme and any gaps and support needed from the consortium

Communications will mainly be conducted through emails and Slack, but the consortium will look to schedule in a two-hour webinar with all venture teams to discuss the programme delivery schedule, team management processes and answer any outstanding questions from the teams.

The consortium will share pre-bootcamp materials to prepare the venture teams for the programme. This will include:

- High level plan for each bootcamp and content covered
- A list of recommended reading materials on the challenge themes (Circular Economy or Digital Citizenship) and any current/past initiatives

VFL facilitation calendar

The below calendar provides an overview of what a standard month-long cycle looks like in a VLF, which includes:

- How often the Accelerator Programme Manager checks in with the venture teams
- When venture teams can feedback on any challenges encountered or specific additional support needed
- When mentors engage with the venture teams outside of the bootcamps
- When challenge owners engage with the venture teams outside of the bootcamps

The key is to create a standardised schedule where venture teams, mentors, and challenge owners can establish a regular pattern of engagement, while giving venture teams enough time to focus on the development of their PoCs.

	Monday	Tuesday	Wednesday	Thursday	Friday
Week 1	Accelerator Programme Manager check-in (30 minutes)		Webinar for additional support on specific topic (1 hour)		Feedback on any specific challenges to consortium (via Slack)
Week 2	Accelerator Programme Manager check-in (30 minutes)		Monthly challenge owner check in (1 hour)		Feedback on any specific challenges to consortium (via Slack)

Week 3	Accelerator Programme Manager check-in (30 minutes)		Check in with venture team mentor (1 hour)		Feedback on any specific challenges to consortium (via Slack)
Week 4	Accelerator Programme Manager check-in (30 minutes)		Webinar for additional support on specific topic (1 hour)		Venture team to submit monthly progress report

Communication platforms

Below is the list of different communication platforms we will be using throughout the accelerator programme and their purpose.

Emails

- To communicate the result of the open call
- Send all formal documentation and group communications related to programme management and delivery, this may include onboarding instructions, webinar invitations and agendas, and bootcamp logistics and agendas

Google Drive

- Dedicated folder per venture team, to contain records of monthly progress report and other communications and feedback to the consortium
- Host relevant bootcamp training materials, including slides, worksheets, and outputs from workshops

Slack

- Day to day communications between venture teams and acceleration programme manager
- Social platform where venture teams can share learnings and questions with each other

Conference call/webinar tools

- Conference calls using Google Hangouts to deliver weekly check-ins between the venture teams and the accelerator programme manager. This could also be used for mentors and challenge owners for their monthly check-ins.
- Different webinar tools can be trialled to deliver webinars (including onboarding training and others throughout the programme. These could include Zoom, GoToWebinar, Amazon Chime, and Whereby.

Mentors and Subject Matter Experts

One of the keys to the success of the accelerator programme is building a strong and engaged network of mentors and subject matter experts that can provide the venture teams with the appropriate support in their journey. This includes mentorships on technical, business, public sector innovation, legal, investment, and subject matter-specific (Digital Citizenship and Circular Economy) support.

The table below details the types of expertise we will need for the programme and how they will engage with the venture teams.

Category	Description
DLT Technical	Direct experience with DLT development, and ability to provide feedback on technical components (i.e. code), and guide on dev. cycles
Digital Innovation	Software development (i.e. platforms), and able to guide teams on development lifecycles (i.e. scrum / agile method)
Public / Third Sector Innovation	Digital innovation / civic innovation within the public sector, or related fields (i.e. procurement, open data)
Open / Hybrid Business Model	Early-stage venture development (i.e. via incubator / accelerator model, or own business) of open or hybrid business models, who can help teams define and develop their business model, and help them how to turn into scalable solutions
Innovative Finance	Alternative forms of financing for social good, via impact investment or venture funds, or philanthropic funding
Open License / Legal / Regulation	Documenting software for open source licenses, preferably the European Public Open License / equivalent. Not necessarily an IP lawyer. And / or regulation experience.

There are two levels of engagement throughout the programme:

Subject matter experts: to deliver particular sessions during the bootcamps and provide ad hoc guidance as appropriate. For subject matter experts the commitment will be:

- Delivery specific sessions in person during bootcamps, which may include a half-day workshop followed by 1:1 sessions with each venture team
- Depending on the topic area and specific challenges faced by venture teams, subject matter experts may be asked to deliver an additional 1 hour webinar to follow up

Mentors: to provide the venture teams with support throughout the six month accelerator programme. For mentors the commitment will be:

- Delivering content in person during bootcamps, which may include a half-day workshop followed by 1:1 sessions with each venture team

- A monthly remote check-in (30 minutes) with one venture team throughout the six month accelerator programme

The consortium members will consolidate a list of appropriate experts aligned to the topics covered in the bootcamps from previous programmes delivered, as well as across the wider ecosystem. Each consortium member will reach out to respective contacts and confirm commitment, keeping track of the speciality and commitment level of each expert so we can ensure all topic areas are covered.

Each venture team will also be assigned one dedicated mentor who will support during the six month programme to check in on progress and provide advice and guidance as appropriate. Due to the commitment level we would recommend most of the dedicated mentors to be drawn from the consortium members.

Both subject matter experts and mentors will be briefed prior to the commencement of the programme and mentors in particular will be on-boarded with a webinar briefing session to align on expectations and time commitments.

Launch event

The accelerator programme will be formally launched during the first bootcamp in Amsterdam in July. This is a key opportunity to convene the ecosystem and grow the network around the programme. During the event the consortium will look to:

- Introduce the DLT4EU programme and its purpose, and its positioning within wider European initiatives
- Bring together key stakeholders across Europe in DLT policy, technology, and industry (across the public and private sectors)
- Highlight the selected venture teams and provide them with a platform to connect with the wider ecosystem

The launch event will take place in the evening and will include the following elements:

- An introduction to the DLT4EU programme - its purpose, ambition and structure
- One to two keynote sessions addressing the theme of DLT within public sector innovation with a specific focus on the circular economy and digital citizenship
- An elevator pitch session where each venture team and challenge owner pair introduces the scope and goal of their collaboration

Bootcamps

Within the accelerator programme there will be three high intensity bootcamps delivered within the six-month period. Each of the bootcamps will include different types and levels of content to support the ventures teams in their participation through the programme. Each bootcamp week

will support the venture teams to accelerate the development of their PoCs and for the consortium to undertake tech due diligence, as well as provide mentoring and training on their business and impact models. Each bootcamp will convene external subject matter experts to provide sessions to the teams.

In line with the venture teams' progression through the accelerator programme, some topics will be introduced in the first bootcamp and then continued during the second bootcamp with a progression on the content. The resourcing of external experts across the programme will also be sensitive to the development arcs of the venture teams. The current structure of the bootcamps are detailed below, and further fine-tuning will take place once the mentors and experts delivering each module has been finalised.

List of content tracks in the accelerator

Topic	Description	Delivered in
Business model development	Social good and public sector focused business / revenue model coaching delivered by experts from subject matter experts along with pitch preparation support.	1 day Amsterdam bootcamp + review and iteration at London and Barcelona bootcamps
User engagement and UX/UI design	Workshops providing key insights on user centric approach to venture and product development delivered by experts as well as frameworks and tools for the venture teams to implement and use. Includes stakeholder mapping, user research and engagement methodology, design thinking process, etc	1 day Amsterdam bootcamp + review and iteration at the London bootcamp
Legal and regulatory context	Legal & compliance and procurement training covering key aspects of business legal requirements that venture teams need to be aware of. Subject matter experts will deliver plenary presentations as well as 1:1 mentoring sessions.	1 day London bootcamp
Innovative finance and investment	Training on investment covering key aspects such as product positioning, due diligence process, term sheets, investment pitching best practices, and public sector funding opportunities. Subject matter experts will deliver plenary presentations as well as 1:1 mentoring sessions with them and investors.	½ day Amsterdam bootcamp ½ day London bootcamp ½ day Barcelona bootcamp
Technical support	Continuous feedback from DLT4EU consortium technical experts and mentors on sprint planning, feasibility, implementation, specifications scoping, product development. Delivered by technical experts over 1:1 clinics and regular catchups over the programme duration.	Continuous for the duration of the programme + ½ day London bootcamp and ½ day Barcelona bootcamp

Challenge area insights	Presentations and case studies sharing around the key challenge related topics (public sector innovation, circular economy & DLT, digital citizenship and DLT) and their connection with DLT. Mentoring from subject matter experts on challenge approach and outputs refinements.	1 day Amsterdam bootcamp
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We recognise that venture teams will have different skillsets and experiences with the above topic areas and may need additional support outside of the content delivered during the bootcamps. Built in the VFL schedule are two one-hour webinar slots per month for additional content to be delivered depending on venture team feedback. These feedback will be collated weekly for the consortium to arrange the appropriate topics to be delivered each month.

Below is an overview of how the content tracks will be delivered in each bootcamp.

Bootcamp 1: Amsterdam in July

As the first bootcamp in July is the in-person onboarding point for the venture teams, the key will be for each team to meet with their challenge owners and align on expectations of the PoCs they will be developing over the next six months. At this point of the programme, the consortium will also be introducing the venture teams to the impact assessment framework, different types of business models, as well as briefings on the specific challenges around digital citizenship and circular economy.

Day 1 - Welcome and onboarding

Objective

- To introduce all venture teams to the DLT4EU programme and the consortium members, and the overall objective of the programme
- Outline processes for supporting the venture teams for the duration of the programme
- Facilitate meetings with the respective challenge owners to align on expectations and outputs

Participants

- All venture teams, all consortium members, and representatives from all challenge owners

Structure

- Morning half-day plenary: run through programme information and details, and an opportunity for venture teams to introduce themselves to the room
- Afternoon 1:1 meetings with challenge owners. Facilitated meetings with challenge owners to learn more about the challenges and validate any assumptions and approach

Day 2 - Deep Dive into challenge areas

Objective

- To further explore the challenge areas defined (Digital Citizenship and Circular Economy) and place in the larger context of the Green Deal and Digital Transition
- To provide an opportunity for venture teams to connect with relevant domain experts and help further refine their approach and outputs (e.g. better understanding of user groups)
- To ensure the venture teams are aligned to the overall objective of the DLT4EU project

Participants

- All venture teams, consortium members, domain experts, and challenge owners

Structure

- Morning: plenary to introduce the context of the Green Deal and Digital Transition followed by breakout sessions on Digital Citizenship and Circular Economy. Suggested format is for a domain expert to lead on each breakout session, with presentation/case studies followed by roundtable discussions
- Afternoon: 1:1 meetings with subject matter experts

Day 3 - User research, engagement, and design thinking

Objective

- Understand core user research and engagement frameworks and methodology
- An opportunity to design user research and engagement plans for the product and conduct user/stakeholder mapping
- Learn to incorporate design thinking into product design

Participants

- All venture teams, consortium members, subject matter expert

Structure

- A full day workshop to introduce the topic delivered by a subject matter expert

Day 4 - Business models and pitch preparation

Objective

- Business model upskilling, focusing on different types of social businesses and opportunities for DLT ventures in the public and social good sectors

Participants

- All venture teams, consortium members, mentors for business models

Structure

- Morning - three to four spotlight talks from mentors on different types of social impact business models and growth strategies, followed by mentoring sessions in the format of speed networking - one mentor with two venture teams and then rotate.

- Afternoon - opportunity for each venture team to develop elevator pitches for the launch event

Day 5 - Sprint planning

Objective

- To enable each venture team to focus on planning the first phase of development and sprints and get feedback from consortium members

Participants

- All venture teams, consortium members

Structure

- Morning and early afternoon - workshops with each venture team to produce detailed timelines and deliverables

Bootcamp 2: London in September

The second Bootcamp week in London will be the halfway point for the programme and a good opportunity for the consortium to check in with the venture teams on their progress, as well as deep dive into a number of key topics areas surrounding the development of their PoCs and the growth of their business models.

Day 1 - Review of progress and mid-term demo

Objective

- An opportunity for the venture teams to demo what they have developed in the past three months and get feedback from the challenge owners, technical teams, and mentors.

Participants

- All venture teams, consortium members, all challenge owners, mentors.

Structure

- 1:1 meetings between venture teams, challenge owners, and venture-team specific mentors. Meetings can be facilitated by consortium members.

Day 2 - Legal & compliance and procurement

Objective

- Provide mentoring and training on two key business topics: legal & compliance, and procurement
- An opportunity to engage with subject matter experts on a 1:1 basis to get advice on operational elements of the ventures

Participants

- All venture teams, consortium members, subject matter experts/mentors on each topic

Structure

- Morning: plenary presentations on legal & compliance,, followed by 1:1 sessions with subject matter experts
- Afternoon: plenary presentation on procurement, followed by 1:1 sessions with subject matter experts

Day 3 - User research and engagement (follow up), and investment

Objective

- Following up on the Amsterdam bootcamp session to review progress on user research and engagement plans and plan for user feedback
- Connect with key stakeholders in the investment landscape (including impact investment) to understand product positioning, due diligence process, term sheets, and pitching for investment

Participants

- All venture teams, consortium members, subject matter experts

Structure

- Morning: revisit the learnings on user research and engagement, evaluate how those have been incorporated so far and establish plan for user feedback
- Afternoon: plenary presentation on Investment, followed by 1:1 sessions with investors, supported by the Digital Catapult Investor Relations Manager

Day 4 - Data ethics, and technical clinics

Objective

- Introduction to key ethical considerations and assessment framework (referencing Digital Catapult's Machine Intelligence Garage ethical framework and others developed by the wider ecosystem)
- Develop an understanding of how to incorporate different frameworks and principles into the product and business development decision making process
- Technical clinics will be available in the afternoon

Participants

- All venture teams, consortium members, subject matter expert

Structure

- Morning - plenary introduction of ethical frameworks and how this links to their ventures and the bigger context of the challenges. Followed by practical consultation sessions on specific product or business development aspects and how different frameworks can be used to shape the decision making and risk assessment processes

- Afternoon - 1:1 drop-in technology clinics available for light touch feedback

Day 5 - Sprint planning

Objective

- To enable each venture team to focus on planning the next phase of development and sprints and get feedback from consortium members

Participants

- All venture teams, consortium members

Structure

- Morning and early afternoon - workshops with each venture team to produce detailed timelines and deliverables

Bootcamp 3: Barcelona in November

The third bootcamp event in Barcelona will be the end of the accelerator programme and an opportunity for venture teams to showcase what they have developed over the past six months. The programme will give teams an opportunity to further hone their business models and positioning, receive any final feedback on their PoCs technical development, and focus on their plan for scaling. The consortium and programme mentors will also support the teams in polishing their pitch for the final Demo Day and awards event in Brussels.

Day 1 - Review of progress and technical clinics. Pitch preparation

Objective

- An opportunity for the venture teams to demo what they have developed in the past four months and get feedback from the consortium, challenge owners, and technical teams, and mentors.
- Understand new techniques and recommendations for crafting a compelling narrative hand in hand with experts.
- Each venture team to practice their pitch for the Demo Day and awards in Brussels, and receive feedback from the consortium and external mentors.

Participants

- All venture teams, consortium members, all challenge owners, mentors.

Structure

- 1:1 meetings between venture teams, challenge owners, and venture-team specific mentors. Meetings can be facilitated by consortium members.
- Drop in sessions available for any final technical questions.

- Plenary session: training on narrative building and an opportunity to practice pitches in front of all venture teams and consortium members.
- 1:1 sessions with pitch training coach and consortium members to hone their pitch and make any adjustments.

Day 2 - Business model refinement, public sector funding and investment. PoC validation and scaling for impact.

Objective

- To follow up on the business model mentoring started in the Amsterdam bootcamp and review the venture teams' plans
- Deep dive into different public sector funding models and opportunities for the venture teams
- An opportunity for the venture teams to engage with a wider stakeholder group related to the challenge to validate their PoC development and explore opportunities to scale

Participants

- All venture teams, consortium members, external mentors. For the PoC validation session, possibility of inviting external stakeholders.

Structure

- Morning - to focus on business model refinement with plenary refresher sessions and 1:1 mentoring
- Plenary sessions to explore different public sector funding models and current opportunities. This can be followed by 1:1 mentoring sessions with both public sector funding mentors as well as private and venture capital investors
- Afternoon: Facilitated workshops to validate the PoCs between each venture team and their respective challenger owners, to engage with the wider stakeholder group and achieve buy-in. The workshop will also facilitate discussions on practical routes to scaling the PoC within the challenge owner organisation.
- Evening. Wrap-up insights and closing

Demo Day

The Demo Day for the DLT4EU is the culmination of the six month accelerator programme where venture teams will be pitching their products and business. This will take place during the final event in Brussels. The purpose is to:

- Showcase what they have developed for their respective challenges in the past six months
- Pitch their capability and business model to a large audience which would include a range of public and private organisations interested in DLT applications, funding bodies and investors, potential technology partners, and policymakers

- For the DLT4EU programme to publicise the achievements of the programme and share learnings

The Demo Day will take place during the day and will include the following elements:

- Overview of the key highlights from the accelerator programme, including any impact and engagement statistics
- Individual pitches from each of the venture teams (suggest 8-10 minutes max) to showcase what they have developed and their business strategy moving forward
- Keynotes on scaling DLT applications in the public and social good sector
- Opportunity to highlight any follow on activities or wider initiatives to be engaged with
- Recommendations presented from the consortium on future initiatives to address remaining barriers

Risk and mitigation

The consortium has identified a number of risks and mitigation activities for each critical stage of the accelerator programme.

Stage	Risks	Mitigations
Challenge Identification	Time pressure to define challenge ready for open call	Establish standardised process for challenge scoping and key milestones and go/no-go points for consortium to align
	Challenge scope to narrow or wide	Ensure a well-aligned and coherent process for challenge scoping, including regular check-ins between consortium members to ensure challenges are well-scoped.
Open call	Number of applications	Set up a robust venture team outreach strategy (outlined in D2.2 Open Call Report) to ensure the consortium jointly taps into a wider ecosystem
	Quality of applications	Ensure the challenges are well defined and clearly communicated to attract high quality teams. Same as above on venture team outreach strategy.
	Venture team availability for the duration of the programme	Establish availability as part of the application questionnaire and communicate clear expectations of time commitments
Six month accelerator	Venture teams dropout	As part of onboarding requirements all venture teams will sign a participation agreement to cover risks of dropout. Team commitment and availability also key questions in the selection process.

	Challenge owner(s) misaligned with venture team developments	Clear alignment during the first bootcamp, with regular check-ins scheduled monthly for the duration of the accelerator provides opportunities to flag concerns before escalation.
	Availability of subject matter experts and mentors	Confirm schedules and commitment early and build a strong network of additional experts and mentors to draw upon for bootcamp delivery as well as ongoing check-ins.
Review	Venture team disagreement on evaluation	Establish an independent evaluation committee and clear, communicated evaluation criteria as part of on-boarding.
	Venture teams fail to submit a PoC	Build a robust framework for support and check-ins during bootcamps and between (refer to VFL facilitation schedule) to ensure any concerns or delays are flagged and addressed as early as possible.

Chapter 4 - Resources

This section contains templates and guidelines that may be useful for the wider ecosystem to adopt when designing and delivering similar activities.

Operational requirements

To deliver similar accelerator programmes, these are the core resources and operational requirements:

Resources

- Core delivery team: Dedicated programme manager, project manager, communications and marketing manager, technical lead (ideally with support of another technologist), programme associates to support on challenge scoping and definition, legal advisor, investment and venture team associates
- Supporting team: Subject matter experts in business innovation, challenge themes, venture development, and technical development
- Partners: Organisations with complementary networks and skill sets, ideally across different geographical locations to amplify impact

Capacity requirements

- Robust ecosystem mapping and insight gathering to understand the landscape and key barriers to be addressed in a specific sector
- Experience in accelerator programme design and delivery with a good understanding of managing technical PoC building and venture team sourcing for defined challenges
- A defined framework to engage with challenge owners and venture teams throughout the programme
- A detailed impact assessment framework to be threaded through the entire programme
- Understanding of further funding or scaling opportunities for the participating venture teams following the acceleration programme
- Communications and marketing strategy to attract high quality applicants, raise the visibility of the programme, and convene a wide ecosystem of key stakeholders
- Existing relationships with organisations in the chosen sector(s), startup ecosystems, and relevant subject matter experts to facilitate the setting up and delivery of the programme

Collaboration Agreement

Below is a template for the Collaboration Agreement which all venture teams and challenge owners will sign up to.

DLT4EU Collaboration Agreement

PARTIES

(1)

“DLT4EU Consortium” is a partnership between Metabolic (NL), the Digital Catapult (UK), and Ideas for Change (IFC) (“the Consortium”)

(2)

[FULL COMPANY NAME] incorporated and registered in [COUNTRY OF INCORPORATION]

whose registered office is at [REGISTERED OFFICE ADDRESS] (“Party B”).

Together “the Parties”.

BACKGROUND

(A)

The Parties wish to collaborate in the DLT4EU Programme.

(B)

The Parties have agreed to collaborate on the Project, subject to and on the terms and conditions of this agreement.

AGREED TERMS

1.INTERPRETATION

The following definitions and rules of interpretation apply in this agreement.

1.1

Definitions:

The “Project Coordinator” is Metabolic.

The “Venture Teams” are applicant teams who have been selected to participate in the DLT4EU Programme, as set out above in this Agreement.

The “Project” is the DLT4EU Programme.

1.2

Clause and Schedule headings shall not affect the interpretation of this agreement.

1.3

A person includes a natural person, corporate or unincorporated body (whether or not having separate legal personality).

1.4

This agreement shall be binding on, and enure to the benefit of, the parties to this agreement and their respective personal representatives, successors and permitted assigns, and references to any party shall include that party's personal representatives, successors and permitted assigns.

1.5

A reference to a statute or statutory provision is a reference to it as amended, extended or re-enacted from time to time.

2.THE PROJECTS AND FUNDING

2.1

The Schedule to this agreement sets out details of the Project agreed between the Parties as at the date of this agreement. The parties agree that the details of the Project as set out in the Schedule to this Agreement may be amended by mutual written agreement at any time, either to alter any Project or to add further Projects. Any further Projects shall be carried out subject to the terms and conditions of this agreement.

2.2

The “Project Coordinator” of the “DLT4EU Consortium” will act as the distributor of European Commission funding.

2.3

Party B will receive between EURX in funding for those costs incurred directly due to participation in the Project from the Project Coordinator. For example, personnel time, and software development. The majority of this funding will be released at the start of the accelerator programme in July 2020. The DLT4EU Consortium reserves the right to request a justification of spending by Venture Teams from original documentation, as well as the right to recoup funds if there has been a breach in funding use.

2.4

The DLT4EU Consortium reserves the right to withdraw all types of funding from Party B if there is a breach of this Participation Agreement.

3. INTELLECTUAL PROPERTY RIGHTS

3.1

The ownership of all Intellectual Property Rights created by Party B, via the DLT4EU Programme, will remain with them.

3.2

Party B is required to produce an Open License as a deliverable of the DLT4EU Programme.

4. CONFIDENTIALITY

4.1

The DLT4EU Programme does not require a Non-Disclosure Agreement (NDA) to be signed by Parties. However, if any Party would like to put an NDA in place at any point during the DLT4EU Programme, then the Party has the right to request one from the “DLT4EU Consortium”.

5. TERM AND TERMINATION

5.1

This agreement shall come into effect on the Effective Date and, subject to the remaining terms of this agreement, shall continue in full force and effect for a period of [one year] provided that this agreement may be terminated by either party giving to the others not less than [one months'] written notice.

5.2

Any party shall be entitled to terminate this agreement at any time, including during the currency of any Project, by notice in writing to the other if:

(a) the other party is in material breach of this agreement which breach is irremediable or, if remediable, is not remedied by the defaulting party within 30 days of being requested to do so by the other.

(b) the other party suspends, or threatens to suspend, payment of its debts or is unable to pay its debts as they fall due or admits inability to pay its debts or (being a company or

limited liability partnership) is deemed unable to pay its debts within the meaning of section 123 of the Insolvency Act 1986;

(c) the other party commences negotiations with all or any class of its creditors with a view to rescheduling any of its debts, or makes a proposal for or enters into any compromise or arrangement with any of its creditors;

(d) the other party fails to meet any agreed milestone within 30 days of the agreed milestone date, as set out in the Schedule.

5.3

The licences granted to the parties under this agreement shall continue notwithstanding any expiry or termination of this agreement.

6.FORCE MAJEURE

6.1

Neither party shall be in breach of this agreement nor liable for delay in performing, or failure to perform, any of its obligations under this agreement if such delay or failure result from events, circumstances or causes beyond its reasonable control. In such circumstances the time for performance shall be extended by a period equivalent to the period during which performance of the obligation has been delayed or failed to be performed. If the period of delay or non-performance continues for three months, the party not affected may terminate this agreement by giving written notice to the affected party.

7.ASSIGNMENT

7.1

No party to this Agreement shall assign, transfer, mortgage, charge, subcontract, declare a trust over or deal in any other manner with any or all of its rights and obligations under this

agreement without the prior written consent of the other party (such consent not to be unreasonably withheld or delayed).

8.NOTICES

8.1

Any notice given to a party under or in connection with this agreement shall be in writing and shall be:

- (a) delivered by hand or by pre-paid first-class post or other next working day delivery service at its registered office (if a company) or its principal place of business (in any other case); or
- (b) sent by email to its main email address.

9.VARIATION

9.1

No variation of this agreement shall be effective unless it is in writing and signed by the parties (or their authorised representatives).

10.WAIVERS

10.1

No failure or delay by a party to exercise any right or remedy provided under this agreement or by law shall constitute a waiver of that or any other right or remedy, nor shall it prevent or restrict the further exercise of that or any other right or remedy. No single or partial exercise of such right or remedy shall prevent or restrict the further exercise of that or any other right or remedy.

11. GOVERNING LAW AND JURISDICTION

11.1

This agreement and any dispute or claim arising out of or in connection with it or its subject matter or formation (including non-contractual disputes or claims) shall be governed by and construed in accordance with Dutch law.

11.2

Each party irrevocably agrees that the courts of the Netherlands shall have exclusive jurisdiction to settle any dispute or claim arising out of or in connection with this agreement or its subject matter or formation (including non-contractual disputes or claims).

12. SEVERANCE

12.1

If any provision or part-provision of this agreement is or becomes invalid, illegal or unenforceable, it shall be deemed modified to the minimum extent necessary to make it valid, legal and enforceable. If such modification is not possible, the relevant provision or part-provision shall be deemed deleted. Any modification to or deletion of a provision or part-provision under this clause shall not affect the validity and enforceability of the rest of this agreement.

13. ENTIRE AGREEMENT

13.1

This agreement constitutes the entire agreement between the parties and supersedes and extinguishes all previous agreements, promises, assurances, warranties, representations and understandings between them, whether written or oral, relating to its subject matter.

13.2

Each party acknowledges that in entering into this agreement it does not rely on, and shall have no remedies in respect of, any statement, representation, assurance or warranty (whether made innocently or negligently) that is not set out in this agreement.

13.3

Nothing in this clause shall limit or exclude any liability for fraud.

14.SURVIVAL

14.1

Provisions of this agreement which are either expressed to survive its termination or, from their nature or context it is contemplated that they are to survive such termination, shall remain in full force and effect notwithstanding such termination.

This agreement has been entered into on the date stated at the beginning of it.

[signature clause]

SCHEDULE

THE PROJECTS (“THE PROJECTS”)

[insert full detail of the Projects, tbc]

Venture Team Acceleration Plan

Below is the Venture Team Acceleration Plan template which each venture team has to complete on a monthly basis to report on progress.

Venture Acceleration Action Plan		
Audience(s)	Frequency	Tool(s)
1. Venture Teams	Monthly	<ul style="list-style-type: none"> • Data Collection: Google Document • Data Storage: Transcript on a Metabolic external drive

Template -

- Venture Team Name
- Date
- Version of Document
- Challenge Theme and Challenge Owner(s)

Theory of Change

- Description of challenge and the key problem they will solve
- Description of PoC idea / solution
- Alignment to SDGs

Business Model

- Market analysis (TAM, SAM, SOM)
- Lead beneficiaries
- Secondary beneficiaries
- Open License / Open Model
- GDPR / Data Management Plan

Progress Update:

- Key progress to date (past month)
- Highlight changes in challenge description
- Highlight changes in solution development
- Highlight changes in user groups

- Business activity update (*i.e. new team members, investment, new partnerships, numbers of new deals/sales made during the programme, growth rate of user groups*)
- Key barriers / challenges to developing the solution (*i.e. regulatory / legal*)
- Key needs / requests from Programme Manager / Consortium

Next month view:

- Upcoming key business activities
- Upcoming technical development activities
- Next month timeline, including
 - Milestones
 - Call(s) with Challenge Owner(s)
 - Call(s) with mentors etc
 - Other related meetings (*i.e. user group*)
 - Deliverables (*i.e. user test*)

Marketing and Communications

The three examples below demonstrates the varying levels of detail required in different types of marketing and communications materials, and give guidance on:

- How to describe similar programmes and the VFL
- The benefits of the programme and its content
- How to communicate the methodology behind the programme and required commitment levels

1. Example press release

The DLT4EU project is live

A programme of the European Commission to promote the development of projects that use blockchain and other Distributed Ledger Technologies (DLTs) to solve social and environmental challenges.

Through DLT4EU, the European Commission supports a pilot accelerator that uses blockchain and other Distributed Ledger Technologies for public good.

Barcelona, 3th March 2020

The new DLT4EU programme is an accelerator that will identify and link Distributed Ledger Technology (DLT) initiatives **with leading public and private sector organisations**.

The programme, led by a consortium of [Metabolic](#) (Netherlands), [Ideas for Change](#) (Barcelona) and [Digital Catapult](#) (United Kingdom), and financed with European funds, seeks applicants to **develop practical solutions to urgent challenges in the fields of the circular economy and digital citizenship**: two critical areas of great impact for a socially equitable and environmentally responsible European economy. Practical interventions will include: supply chain transparency, tracking and tracing, and systems for digital identify, inclusion, and participation.

The project will connect the expertise and resources of leading DLT entrepreneurs and developers with challenges proposed by public and private sector companies such as **the Catalan Branch of the Spanish Red Cross**, the **Mobile World Capital Barcelona**, the **City of Amsterdam** and the **City of Helsingborg**, the **United Nations Development Program (UNDP)** and **AltFinLab**, to date.

The resulting accelerator model will be scalable and replicable, so that future initiatives can adopt and repeat it successfully to support positive social and environmental impact through the use of DLT.

Who is behind DLT4EU

The DLT4EU project is led by a consortium of three organisations specialized in distributed ledger technologies, digital social innovation, and environmental sustainability: **Ideas for Change**,

(Barcelona) responsible for citizen collaboration and data management projects such as [TRIEM](#) and [CitiesHealth](#); **Metabolic**, (Amsterdam) sustainability experts using systems thinking to tackle global sustainability challenges and accelerate the transition to a circular economy, with initiatives such as [REFLOW](#) and [Plasticity](#); and **Digital Catapult**, (London) the UK's digital innovation centre specialized in the design of facilities and programmes to drive the adoption of advanced digital technologies through activities such as [DLT Field Labs](#) and the [Machine Intelligence Garage](#).

Agenda and programme development

To meet the objectives of the programme, **DLT4EU started in January and will be run for the next 15 months**. The initial phase of mapping and the identification of challenges and participants concludes in March 2020, at which time the Call for applicants will open. The finalists will begin the acceleration process in July and will work for six months as part of a new model called a **Virtual Field Lab (VFL)**, which combines virtual mentoring with in-person bootcamps (hosted in Amsterdam, Barcelona, and London). At the end of the accelerator, venture teams will submit functional prototypes that help solve the chosen challenge - these Proofs of Concept (PoC) will then be assessed by an Evaluation Jury. The winners will be announced at a final event in Brussels in March 2021 and awarded follow-on funding to develop the PoC further.

What are the VFLs?

VFLs are an innovative accelerator model created by The Digital Catapult, and work as **virtual collaborative centers for the practical exploration and development of distributed ledger technologies**. VFLs are specifically designed to stimulate experimentation, innovation, and adoption of DLTs within the public and social sector, in close collaboration with direct beneficiaries. The objective of each VFL will be defined in collaboration the direct beneficiaries of the resulting PoCs - the *challenge owners* - among which are the Catalan Branch of the Spanish Red Cross, the Mobile World Capital Barcelona, the City of Amsterdam and the City of Helsingborg, the United Nations Development Program (UNDP) and AltFinLab, to date.

Project headquarters

The DLT4EU programme will be distributed across various European enclaves, with three main locations in Amsterdam, Barcelona, and London, where the three project partners are located. As part of the acceleration calendar, each member of the consortium will organize an external event open to the public: a launch event in Amsterdam (led by Metabolic), a demonstration day in London (managed by Digital Catapult), and a preparation session for finalists in Barcelona (organized by Ideas for Change). Each one of these events coincide with an intensive bootcamp session: meetings where acceleration teams and mentors work together to foster the progress of their applications.

The final event and project closure will take place in Brussels, in March 2021.

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2. Challenge owner briefing document

The below is an example of communications material sent to potential challenge owners to explain the programme, its objectives and how they will be involved.

What is DLT4EU

- DLT4.EU aims to stimulate the development of cutting-edge DLT-based applications that address pressing social and environmental challenges and drive positive change for the common good.
- By launching an accelerator that includes funding and mentoring opportunities, we connect organisations who are leaders in the overarching high-impact sectors *circular economy* and *digital citizenship* with innovators that are developing DLT solutions in those areas.

Who are the Partners

- DLT4.EU is a collaborative effort led by [Metabolic](#) (NL), [Digital Catapult](#) (UK), and [Ideas for Change](#) (ES). It is funded by the European Commission.
- Elizabeth Corbin (Metabolic), Dominyka Zemaityte (Digital Catapult), Mara Balestrini (Ideas for Change).

Who are the Challenge Owners

- Circular economy: IKEA, H&M, Sodexo, C&A Foundation, IDEO.
- Digital citizenship: Digital Future Society by Mobile World Capital Foundation, Secretariat of Telecommunications, Cybersecurity and Digital Society (Government of Catalonia), Chief Technology Office (City of Amsterdam), Places for People (London, UK) and North East Local Enterprise (Newcastle, UK).

What is the methodology

- The DLT4EU accelerator programme is built upon the Virtual Field Lab concept of challenge owners, virtual field labs, and proof-of-concept prototypes. The participating teams will develop their applications within a Virtual Field Lab - a virtual environment for DLT experimentation in response to a real-world challenge.
- The challenge of each VFL will be defined and guided by the VFL's lead beneficiary - the Challenge Owner - and a network of mentors and experts. The Virtual Field Labs will be developed in response to two overarching high-impact sectors: Circular Economy and Digital Citizenship. A curated acceleration programme will boost the development of DLT applications by providing technical expertise, business model development, legal guidance, and impact assessment.
- The results of the programme will take the form of proof-of-concepts: functional prototypes that can be used to demonstrate the purpose and potential of the DLT application. These proof-of-concepts will be evaluated using a bespoke impact assessment framework, with 3- 5 applications being awarded follow-on funding.

Commitment of Challenge Owners

- *Prior to Accelerator:*

- 1-hour virtual session with Metabolic where each challenge owner will have an initial touch base on the DLT4EU project and what it means to be a challenge owner
 - Tentatively on January 6th to 13th 2020
- 2-hour virtual session with Ideas for Change and Metabolic to identify / frame the issues, interest areas, assets and support committed, clarify the constraints of their interests (what aren't they interested in, what's out of scope, etc.)
 - Tentatively on the first or second week of February 2020
- 2-hour session where Ideas For Change and Metabolic present a curated set of challenges and potential VFLs, receive feedback from Challenge Owners.
 - In-person meeting during [Mobile World Conference](#) (in BCN 24-27 Feb) for ALL Challenge Owners
 - If in-person attendance isn't possible, then challenge owners can attend virtually (i.e. call in)
 - This will occur between 24th and 27th of February 2020
- 2-hour virtual session where Challenge Owners review and assess the applications received that are relevant to their specific challenge
 - Tentatively on first or second week of May 2020
- *During Accelerator:*
 - Attending accelerator launch event and first bootcamp in Amsterdam at the start of July 2020
 - Launch event: One evening event
 - Bootcamp: 0.5 day of meeting with team to provide further insight and help shape the app
 - This will occur in week one of July 2020
 - Providing on-going support within the Virtual Field Lab throughout the accelerator programme
 - 1-hour virtual call each month in order to check in with accelerator team - calls will occur in M08 (August), M09 (September), M10 (October), M11 (November)
 - A 1-hour final check in during the last month of the accelerator where accelerator team presents their final POC and received feedback. This will occur in December 2020
- *After the Accelerator:*
 - One-hour to provide (virtually) feedback on the POC delivered at the end of the accelerator program. This must be submitted ahead of the final project evaluations so that this feedback can be included in the POC evaluation.
 - This will occur in the second week of January 2021
 - Option to attend the DLT4EU Final Event in Brussels the first week of March 2021 (0.5 day, not mandatory)

3. DLT4EU Programme Overview for Venture Teams

DLT4EU Programme Overview

Funded by the European Commission, the DLT4EU Programme will curate a vibrant ecosystem of Distributed Ledger Technologies (DLTs) for public and social good across the EU, supported by an

extended ecosystem of developers, beneficiaries, advisors, and investors. Specifically, DLT4EU will stimulate the piloting of cutting-edge DLT-based applications to address unmet opportunities and challenges of the public and social sectors by connecting the expertise and resources of leading DLT entrepreneurs and developers with real-world Challenge Owners.

DLT4EU will focus on two overarching, high-impact sectors:

1. **Circular Economy:** The circular economy is a new economic model for addressing human needs; an economy that fairly distributes resources without undermining the functioning of the biosphere or crossing any planetary boundaries.
2. **Digital Citizenship:** Digital Citizenship can be broadly defined as the application of digital technologies to better facilitate and engage citizens in public decision-making, service improvement, and social impact initiatives. This can be at a local council / municipal, city or national-level.

The programme is led by a consortium of Metabolic (NL), Digital Catapult (UK), and Ideas for Change (ES).

The DLT4EU Accelerator

The DLT4EU accelerator is built upon the Virtual Field Lab (VFL) concept of challenge owners, virtual field labs, and proof-of-concept prototypes (PoCs). Each participating venture team will develop their DLT PoC within a VFL - a virtual environment for DLT experimentation and development in response to a real-world challenge.

The challenge set within each VFL is defined and guided by the VFL's lead beneficiary - the Challenge Owner - and a network of mentors and experts. A curated acceleration programme will boost the development of DLTs by providing technical expertise, business model development, legal guidance, and impact assessment. The 6-month accelerator will run from July-December 2020, with public events and in-person bootcamps taking place between Amsterdam (July), London (September), and Barcelona (November) throughout.

The results of the programme will take the form of DLT PoCs: functional prototypes that can be used to demonstrate the purpose and potential of DLTs to address those public sector challenges set by participating Challenge Owners. These PoCs will be evaluated using a robust impact assessment framework. All PoCs will be presented to a large public audience at a final event hosted by the Joint Research Centre of the European Commission in Brussels, with 3-5 PoCs being awarded follow-on funding.

Benefits to Participating Venture Teams

The DLT4EU accelerator is a unique opportunity to work closely with lead beneficiaries, across an intensive six-month process. Participating venture teams will benefit from -

- Experimentation forum with lead beneficiaries and user groups in Europe
- Access to a network of expert mentors across the topics of social innovation, DLT technical, open source licensing, legal and regulatory issues... to name a few
- Access to and guidance from subject matter experts in the fields of the circular economy and digital citizenship

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- Brand and business exposure across the European innovation and DLT ecosystem
 - Demo Day opportunity a Final Event at the European Commission in March 2021
 - Financial support in the form of -
 - A participation fund of between €8,000- €14,000, which covers direct costs of working in the accelerator (i.e. technical costs, people's time)
 - All travel and accommodation costs will be covered separately for participating in the Bootcamps
 - Additional opportunity for follow-on award funding of between €8,000-€14,000

Next Steps...

The DLT4EU accelerator Open Call will launch on the 30 March 2020 and the first round closes on the 22 April 2020. Let us know if you'd like us to send an invitation to the application by emailing alice@metabolic.nl