



Small ARTES Applications Permanent Open Call

CONDITIONS TO TENDER AND MANAGEMENT REQUIREMENTS

INTRODUCTION

The Small ARTES Applications Permanent Open Call is launched by Instituto Pedro Nunes (IPN) and the Telecommunications and Integrated Applications Directorate of the European Space Agency (ESA-TIA), with the support of Autoridade Nacional de Comunicações (ANACOM) and the Space Office of Fundação para a Ciência e Tecnologia (FCT), the Portuguese Delegation at ESA.

The general objective of the call is to stimulate the submission of ideas for innovative utilisation of space services and technologies such as Satellite Communications, Satellite Navigation, Earth Observation or Human Spaceflight technologies within non-space markets such as transport, energy, health, agriculture, environment, safety, etc.

The specific objectives of the call are:

- (1) to determine the economic viability and technical feasibility of integrated service(s) and the associated system(s) able to meet the needs and conditions of relevant customers, users and other stakeholders;
- (2) to secure the buy-in and involvement of important customers, users and other stakeholders; and
- (3) to prepare the implementation of sustainable service(s) via potential follow-on projects within the ESA Business Application programme elements.

To meet its goals, this call supports the generation of new or the improvement of existing user-driven applications and services that employ either Satellite Communications only (Small ARTES SatCom projects) or a combination of at least any two space assets (Small ARTES IAP projects) such as Satellite Communications, Satellite Navigation, Earth Observation, Human Spaceflight technologies, etc. and that are conceived to become sustainable in the short to medium term. These ideas will be implemented as projects with a **maximum duration of 6 months** where the funding granted is limited to **25.000 Euro** per project on a co-funding basis of **50%** (e.g. a project with total cost of 50.000 Euro may be granted a maximum of 25.000 Euro).

For activities where good economic viability and technical feasibility can be proven, the bidders will have the opportunity to further develop and implement their idea up to a pre-operational level via a follow-on Feasibility Study or Demonstration Project within the ESA Integrated Application Programmes (IAP) or via a follow-on Applications Project within the Competitiveness & Growth element of the ESA ARTES programme (artes-apps.esa.int).

Considering the proximity of Portugal with other Portuguese speaking countries with whom manifold relations are established (business, institutional, educational, technological, etc.) and the business potential underlying in such relations, the call encourages the submission of projects addressing relevant problems, needs or



opportunities in Portuguese speaking African countries such as Angola, Mozambique or Cape Verde, as well as projects addressing the oceans/maritime domain, namely the Atlantic. This statement does not limit in any possible way the range of non-space markets or geographies of application of the projects submitted.

The purpose of this document is to present the conditions to bid for the Small ARTES Applications Permanent Open Call and to present the Management Requirements to be considered by the bidder.



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I. CONDITIONS TO TENDER

1. Participation in the Tender

Bidders are invited to submit their projects considering the launch and evaluation dates and the eligibility requirements below announced in the call and in the initiative website (http://space.ipn.pt/pages/artes_call).

Eligibility Requirements:

Domain of activity

In order to be eligible, bidders must fulfil **at least one** of the following requirements:

- a) Entities listed in the 2013 Space Catalogue of the Space Office of FCT¹;
- b) Entities involved in space missions (Earth Observation, Human Spaceflight, Launchers, Navigation, Space Science, Space Engineering, Operations, Technology, Telecommunication);
- c) Space and non-space newcomer entities holding ideas for innovative utilisation of space assets to develop non-space services.

Legal requirements

In order to be eligible for contract award, bidders must fulfil **all** the requirements below:

- a) To be a legal entity (a public law company / a private law company / an association / a foundation) registered under the laws of Portugal;
- b) To be headquartered in Portugal;
- c) To be fully compliant with Portuguese tax and social security obligations;
- d) To observe the remaining requirements stated in this document;
- e) When acting in collaboration with other national or foreign entities, the Bidder is the sole contractor and will be fully responsible for managing the grant.

Entities with previous winning proposals

During the Small ARTES Applications initiative, funding is limited to one contract per entity per year. Exceptionally, following a notification in the initiative website, entities with a contract may be allowed one additional contract in the same year.

Eligible costs

In order to be eligible, besides observing the dispositions in “Annex B - Cost eligibility limits and conditions”, all project costs must be:

- Necessary to the execution of the project;
- Incurred by the beneficiary and recorded in its accounts;
- Incurred during the contract term;
- Indicated in the cost planning in the proposal;

¹ https://www.fct.pt/apoios/cooptrans/espaco/docs/Portuguese_Space_Catalogue.pdf



- Without VAT, interest owned, or duties.

Expenses incurred in the preparation and dispatch of the proposal will not be reimbursed.

2. Presentation and Submission

General Standards of Presentation

The Project Submission Form and all correspondence relating to it shall be in the English language. The Cover Letter and the Executive Summary shall not exceed 1 page each. Sections 1, 2 and 3 of the Proposal (part C of the Project Submission Form) shall not exceed 15 pages in total.

All sections shall be filled in and the proposal shall have enough substance to perform the evaluation.

Formal conditions, commitments, undertakings

The Small ARTES Applications call is open from 2014 to 2019. Projects may be submitted at any given time of the year but there will be one Evaluation Campaign per year. The submission and evaluation dates are set in the Invitation to Tender and will be updated each year in the initiative website (http://space.ipn.pt/pages/artes_call).

In the Cover Letter the bidder shall explicitly state compliance with and acceptance of the Small ARTES Applications Conditions to Tender and Management Requirements and Draft Contract.

Bidders are required to state in the Cover Letter whether they are applying for a Small ARTES Integrated Applications project (Small ARTES IAP) or a Small ARTES SatCom Applications project (Small ARTES SatCom). Omission of this statement leads to rejecting the project.

Conditions relating to Intellectual Property Rights (IPR)

- Bidders' IPR:** Small ARTES Applications bidders will hold full and unconditional IPR on any proprietary assets to be used in their project. The project submission does not grant to IPN, ESA, ANACOM and/or FCT any Intellectual Property Right, license, or option on any technology contained in the said project.
- Proprietary Assets:** In case a bidder intends to explore, perform, develop and/or by any means use proprietary assets in his/her Small ARTES Applications project, the entity is obliged to submit and annex with the Project Submission Form a formal written document (e.g. agreement, license, comfort letter) signed by the legal representative of the assets owner expressly granting the right to explore, perform, develop and/or by any means use those assets. The lack of that document leads to the rejection of the project.



Dispatch and receipt conditions

All Project Submission Forms shall be submitted to IPN in .pdf format only and in a single e-mail to the address space@ipn.pt and until the closing date and time announced at the initiative website (http://space.ipn.pt/pages/artes_call). An acknowledgement of receipt will be sent by e-mail to each bidder.

3. Content of the Project Submission Form

The content required for the Project Submission Form is detailed in a dedicated document and shall comprise the following elements:

- A. Cover Letter
- B. Executive Summary
- C. Proposal

4. Tender Evaluation Process

Tender Opening Board

The Tender Opening Board (TOB) is carried out by IPN and ESA and assesses the admissibility of the project and checks all formal requirements, ensuring the project does not show *prima facie* evidence of a major non-compliance with the call requirements that would impair the fairness or secrecy of the competition. Specifically the TOB will assess:

- i. Cover Letter
- ii. Executive summary
- iii. Compliance with Eligibility Requirements
- iv. Compliance with Presentation and Submission

A project is only admitted for evaluation by the Tender Evaluation Board (TEB) if all formal requirements are met. When formal requirements are not met, the project will be rejected. The outcome of the admissibility check will be communicated to the bidder by e-mail.

Tender Evaluation Board

When the project is compliant with the formal requirements, the bidder will be invited to present his/her ideas to Tender Evaluation Board (TEB) and to participate in the related Q&A session on the Evaluation Date set in the Invitation to Tender.

The Tender Evaluation Board (TEB) is responsible for the evaluation of Proposals based on defined evaluation criteria. The TEB is composed of ESA, ANACOM, FCT, IPN and, if the case may be, non-voting experts. The information provided at the Project Submission Form will be dealt with in confidence.



The Proposal evaluation is based on the way the criteria below have been addressed both in the Project Submission Form and during the bidder's presentation to the TEB.

Evaluation Criteria

1. Background and experience

- Team composition
- Partnerships
- Vision

2. Business case

- Targeted market segments
- Targeted applications/services
- Customers/users and stakeholders
- Value proposition
- Value chain and positioning
- Market perspective

3. Technology

- Justified involvement of a) a minimum of two space assets (ARTES IAP), or b) Satcom (ARTES C&C)s
- Maturity of technologies required for integration
- Access to technologies/space assets/know-how
- Potential feasibility of application/system concept

4. Activity Proposal

- Work breakdown
- Milestones and Cost Planning
- Management

All bidders will be notified by e-mail about the TEB decision within 30 days after the Evaluation Date. Winning projects will be awarded a contract. The period between the notification of the TEB decision and the placement of the contract is in principle no longer than 30 days. In the event of an unsuccessful outcome of the evaluation, the bidder may submit a new project in the following Evaluation Campaigns.

5. Budget and non-refundable grant

The total available budget for the implementation of the Small ARTES Applications Permanent Open Call is, on average, 75.000 Euro per year from 2014 to 2019, i.e., a maximum of 375.000 Euro may be allocated to the approved projects. The available grant per winning project is up to 25.000 Euro. All projects should consider a co-funding basis of up to 50% of the total project cost (e.g.: for a total project cost of 50.000 Euro, the maximum grant is 25.000 Euro; if the total project cost is above 50.000 Euro, the maximum grant remains 25.000 Euro). At all times, the TEB has the prerogative to approve projects considering a co-funding rate below 50%. IPN is the sole responsible for the payment of grants to the winning entities.

II. MANAGEMENT REQUIREMENTS

1. Scope of work and project logic

Within the activities to be developed under a Small ARTES Applications project, the bidder shall propose to perform the preparatory work and establish the key documents for the development of an application/service involving telecommunication satellites (Small ARTES SatCom) or multiple space assets (Small ARTES IAP) in order to fulfil the requirements of the relevant user community. The programme of work of the project shall be composed by commercial and technical activities and, if economic viability and technical feasibility are proven, it shall involve the preparation of an implementation approach and of a pilot service. The project shall be organised in a way that supports the generation of the deliverables defined in section "3. Documents and items to be produced/delivered".

2. Contractual milestones and review meetings

The contract term is fixed to a maximum of 6 months, during which the project must be executed and all deliverables submitted.

The following table represents the sequence of events to be taken into account in establishing the logical organisation of the work for both Small ARTES SatCom and Small ARTES IAP projects. Contractual Milestones are the Kick-Off Meeting, the Mid-Term Review and the Final Review. Progress Meetings (if needed) are not foreseen as physical meetings but via tele-/videoconference; additional meetings may be requested either by IPN or the Contractor; each of these meetings will take place in Portugal and will be attended by representatives of the project team, IPN, and possibly ESA, FCT and ANACOM. The documentation supporting each meeting shall be delivered to IPN five (5) working days before the meeting takes place.

Milestone	Months after contract signature	Meetings	Purpose of the meeting
Kick-Off	0	Kick-off	Clarification of outstanding issues; Overview of milestones, payment plan and deliverables.
Mid-Term	3	Mid-Term	Presentation by the Contractor and review of the progress of the work, including the status of due deliverables and the financial execution.
Final	6	Final	Final presentation by the Contractor and review of the progress of the work, including the status of due deliverables and the financial execution.

3. Documents and items to be produced/delivered

Contractors shall follow the structure of deliverables presented here and detailed in Annex A. A single document containing the due deliverables shall be provided at mid-term and final project stages.

Deliverables	Due by	
	Mid-Term	Final
D1.1. Customer/User/Stakeholder Analysis	Draft only	✓
D1.2. Value Proposition	Draft only	✓
D2.1. Service/System Definition	Draft only	✓
D2.2. Technical Feasibility Analysis	Draft only	✓
D3.1. Business Model(s)	Draft only	✓
D3.2. Business Plan	Draft only	✓
D3.3. Viability Analysis	Draft only	✓
D3.4. Socio Economic Impact Analysis	Draft only	✓
If applicable:		
D4.1. Proof of Concept		✓
If continuation is foreseen (e.g. via ESA Business Application)		
D5.1. Roadmap		✓
D5.2. Partner/Customer/User/Stakeholder Engagement		✓
D5.3. Implementation Approach		✓
D5.4. Pilot Service		✓
D5.5. Finance, Management, Administrative (FMA)		✓

4. Management

Project Manager

The Contractor shall implement effective and economical management for the project. The nominated Project Manager shall be responsible for the management and execution of the work and for the coordination and control of the work within the consortium (when applicable). The Project Manager will be the official point of contact with IPN during the execution of the work, and shall be identified in the Cover Letter.

Project Name/Acronym

The Contractor shall give the project a name. It is required to select a name not already used within the community of the former or existing ARTES projects², and to indicate the project name and acronym in the Cover Letter.

Access

² In order to check if the candidate project name is already in use by another ARTES project, it is suggested to perform a search for that name under: <http://artes-apps.esa.int/projects> (for ARTES Applications programme elements) and <http://artes.esa.int/projects> (for any other ARTES programme element)



During the course of the Contract IPN and ESA shall be afforded free access to any plan, procedure, specification or other documentation relevant to the programme of work.

5. Reporting

Minutes of Meetings (MoM)

Formal written MoM attended by IPN shall normally be agreed and made available by the Contractor within the next day of the meeting. The MoM shall clearly identify all agreements made including agreed action items.

Mid-Term Report

The Contractor shall deliver, not later than five (5) working days before the Mid-Term Review Meeting, the Mid-Term Report, on which IPN will provide comments at the Mid-Term Review Meeting. The Mid-Term Report shall be self-standing, not requiring to be read in conjunction with other documents issued within the project. It shall present the status of all deliverables agreed and include an attached .pdf with the deliverables due at that time. Within one week after the Mid-Term Review Meeting the finalised version of the Mid-Term Report shall be delivered in one single document in .pdf format.

Final Report and public Executive Summary

The Contractor shall deliver, not later than five (5) working days before the Final Review Meeting, a Draft Final Report, on which IPN will provide comments at the Final Review Meeting. The Final Report is to be written in a concise form and shall describe the major accomplishments of the project in an introductory part, and have attached all the deliverables due. It shall be self-standing, not requiring to be read in conjunction with other documents issued within the project. For the purpose of disseminating IPN and ESA activities, a public Executive Summary of the project, not containing proprietary information, shall be provided at this stage. Within one week after the Final Review Meeting the finalised version of the Final Report and the public Executive Summary shall be delivered in single documents in .pdf format.

Problem Notification

The Contractor shall immediately notify IPN of any problem likely to have a major effect on the time schedule of the work, or to have significantly impact the scope of the work to be performed (due to e.g. procurement problems, unavailability of facilities or resources, etc.), or to require any budget changes (e.g. allocation of budget from one cost category to another; impossibility to spend the total grant amount).



ANNEX A – DETAILS ON DELIVERABLES

Within the activities to be developed under a Small ARTES Applications project, the Contractor shall propose to perform the preparatory work and establish the key documents for the development of application/service involving telecommunication satellites or multiple space assets in order to fulfil the requirements of the relevant user community, and define the roadmap for its future implementation. The following deliverables shall be provided³:

D1.1 Customer/User/Stakeholder Analysis (suggested length: 4 pages)

The contents of this section *shall* include:

- An identification of the stakeholders in the project, distinguishing between customers (who pay), users (who uses), service providers and other stakeholders (regulators, relevant authorities).
- Presentation of customers interested in and willing to pay for the planned application/service, and evidence of contact.
- Identification, quantification and validation of relevant needs, constraints and Key Performance Indicators (KPIs) which paying customers, users and other relevant stakeholders will use to evaluate the impact of the proposed application/service in their operational environment.
- A high level assessment of the benefits (e.g. financial, societal) resulting from the use of the system/service that will affect the key stakeholders.

To further detail the Customer/User/Stakeholder Engagement, the Bidder may also present:

- Overview of the engagement activities with the customers/users/stakeholders.
- Depending on the subject and when considered necessary or helpful, the organisation of a customer/user workshop might be considered. If such a workshop is carried out, the related workshop report compiling all information, i.e. participants, programme, hand-outs, presentations, results, conclusions, shall be included.

D1.2. Value Proposition (suggested length: 1 pages)

The contents of this section *shall* include:

- Definition and validation of the value proposition(s) that the planned application/service will bring to the customers/users/stakeholders addressing their needs and KPIs.

D2.1. Service/System Definition (suggested length: 4 pages)

The contents of this section *shall* include:

- Definition of the service concepts towards paying customers, users and other relevant stakeholders aligned with the needs and KPI identified, and taking into account any performance, quality and mode of delivery, integration with and interfaces to operational processes and procedures.

³ For the preparation of the deliverables, the interactive Outline Proposal tools may provide support:

<https://business.esa.int/documents>



- Definition of the end-to-end service value chain, including key resources, key activities and key partners involved, their roles, and the interactions amongst them, and taking into account existing tools and services of paying customers, users and other relevant stakeholders to interface with.
- A description of the space assets involved including the justification for the use of minimum two of them (i.e. Satellite Telecommunication, Satellite Earth Observation, Satellite Navigation, Human Space Flight).
- Definition of the system architectures providing the defined service concepts, taking into account any existing infrastructure of paying customers and other relevant stakeholders.
- Visualisation of the system architecture in terms of main building blocks and interfaces to external systems and services identifying key technologies required and their maturity status (existing, commercial-off-the-shelf, to be developed, market readiness, etc.).
- Presentation and justification of the role of the space asset(s) (Earth observation, satellite navigation, satellite communication, human spaceflight, etc.) which are subject for integration.

Suggested aid: a high level block diagram with your system/service showing the key attributes and key building blocks and the main interfaces (internal and external).

D2.2. Technical Feasibility Analysis (suggested length: 2 page)

The contents of this section *shall* include:

- Justification of the final service concept and its underlying system and validation of the service concept with the engaged customers, users and other relevant stakeholders.
- Identification of critical elements and risks related to development, implementation, and operation of the service and system from a developer perspective as well as from the perspective of paying customers, users and other relevant stakeholders, and presentation of mitigation strategies and measures.
- Assessment of the overall technical feasibility of the proposed service and system concept.

D3.1 Business Model(s) (suggested length: 1 page)

The contents of this section *shall* include:

- Definition of business model(s) based on the value proposition(s) and service concept(s) addressing as a minimum customer relationships, paths to market, key resources, key activities, key partnerships, revenue streams and cost structure.
- Presentation of the validation activities of the business assumptions with the engaged customers, users and other relevant stakeholders.

Suggested aid: this deliverable shall be prepared and elaborated making use of the template available under (<https://strategyzer.com/canvas>).



D3.2 Business Plan (suggested length: 4 pages)

The contents of this section *shall* include:

- Presentation of the quantitative market analysis for the envisaged services including the size and attractiveness of the market/customer segment(s).
- Presentation of the competitive environment and of the main competitors including information on their services and value propositions.
- Presentation of the financial plan and financial projections for development and sales, including key financial indicators such as CAPEX, OPEX, Break Even Point, Net Present Value, financial projections for the next 5 years.
- A discussion of your market penetration projections (i.e. percentage of market share, etc.), including key assumptions. This part should be put in relation with the competitive positioning described in point 4 and stakeholders' benefits described.
- Presentation of the team, competences and capabilities required to implement and deliver the service. In case of missing competences and capabilities, presentation of the intended strategy to acquire them.

D3.3 Viability Analysis (suggested length: 3 pages)

The contents of this section *shall* include:

- Identification of critical elements and aspects related to the business model(s) and business plan and their robustness, by addressing aspects such as market barriers, cost/benefit ratios, competitive positioning, key differentiators, growth potential, etc., and presentation of mitigation strategies and measures.
- Identification of critical elements and aspects related to non-economic aspects (e.g. liability, regulation, public acceptability, etc.) and presentation of mitigation strategies and measures.
- Assessment of the overall commercial viability of the proposed service and system concept.

D3.4 Socio Economic Impact Analysis (suggested length: 2 pages)

The contents of this section *shall* include:

- Assessment of the potential socio-economic impact of resulting operational services regarding expected revenues, job creation across the value chain, export opportunities, establishment of new markets, investment leverage, and societal benefits.

D4.1. Proof of concept (suggested length: 1-2 pages)

The contents of this section shall include:

- Definition of the most critical technical, operational, commercial elements which shall be validated within the PoC, including hypotheses, validation methods, and quantifiable success criteria.
- Presentation of the PoC outline, including objectives for the PoC, scope, schedule, approach, necessary training and communication material, and involvement of the customers, users and other relevant stakeholders (where necessary).
- Presentation of the results, including assessment of the outcome on the most critical elements and validation of the results with the involved customers, users and other relevant stakeholders (where necessary).



Suggested aid: The PoC might consist of a mock-up, simulations, etc. which is compiled on a minimum effort base, i.e. major development efforts shall be avoided.

D5.1. Roadmap (suggested length: 2 page)

The contents of this section *shall* include:

- Presentation of the conclusion concerning the feasibility and viability of the specified application/service and associated system, and wrap up of the critical success factors and risks for the implementation of the solution,
- Definition of the next steps for service implementation, taking into account potential success factors and showstoppers (e.g., technology maturity, lack of service provision history, capital requirements, etc.) and identification of critical milestones.
- In the case the decision is to go ahead outside the ARTES IAP framework, describe in detail what the next step shall be, highlighting any support required from the Agency.

D5.2. Partner/Customer/User/Stakeholder Engagement (suggested length: 2 page)

The contents of this section *shall* include:

- Presentation of the partners, customers, users, other relevant stakeholders which are required to successfully engage into the next step and of their planned level of involvement.
- Presentation of the partnership agreements with those organisations that are required to provide the targeted operational services.
- Presentation (evidence) of the involvement of important customers, including letters in which they express (in their own words) their interest in the targeted operational application/service as well as their willingness to pay.
- Presentation (evidence) of the involvement of other relevant stakeholders as necessary.
- Depending on the subject and when considered necessary or helpful, the organisation of a customer/user/stakeholder workshop might be considered. If such a workshop is carried out, the related workshop report compiling all information, i.e. participants, programme, hand-outs, presentations, results, conclusions.

D5.3. Implementation Approach (suggested length: 2 pages)

The contents of this section *shall* include:

- An explanation of the starting point for project implementation. Provide links to existing system/service which will be enhanced through the proposed project.
- A description of how the different blocks of the system will be realized (e.g. purchase of commercial products, loan from partners or sponsors, developments performed within the contract by a specific partner).
- An explanation of the envisaged development approach, (e.g. design and trade-offs, integration, verification).
- An identification of the risks (technical and business related) associated with implementation and your mitigation plan.



D5.4. Pilot Service (suggested length: 2 pages)

The contents of this section *shall* include:

- A description of the pilot system to be deployed (e.g. number of sites/number of terminals to be deployed, geographical areas).
- A description of the pilot service activities (users involvement, envisaged utilisation of the system e.g. 2 hours of use every day, duration of the pilot stage e.g. 8 months, etc.).
- The space assets used in the pilot-demonstration.
- An overview of the anticipated preparation activities of the pilot, including deployment, integration within the user environment, acceptance, logistics, training, etc.
- Statements of commitment from users/stakeholders involved in the pilot (if available), or list of users/stakeholders participating in the pilot and related level of involvement including description of the activities to be performed by them.
- Preliminary considerations for evaluating system and service performance during the pilot.
- A description of the success criteria/goals to be achieved for customer commitment.
- A description of the planned approach to promote the commercial uptake of the system/service (e.g. incentives for project pilot users to subscribe to the operational service).
- An assessment of the risks associated with the pilot service and your plan to mitigate these.

D5.5. Finance, Management, Administrative (FMA) (suggested length: 4 pages)

The contents of this section *shall* include:

- An identification of all key tasks (e.g. first level Work Packages) to be performed.
- Partners' presentation, including identification of prime, subcontractor(s), and user/customer partners.
- A project schedule including timelines for the intended start date, duration and expected completion date for all key project components.
- A table stating total project costs and the amount of ESA co-funding being requested for each contractor (prime and sub-contractors, if applicable) and per country.
- Preliminary break-down of main cost elements (including HW and SW procurement, development costs).
- Identification of co-funding source (in kind, funds) and description of the in-kind contribution (if applicable).
- Description of possible overlaps of the proposed project with activities undertaken by the members of the consortium in the frame of other publicly funded national and/or international programmes. Provide corresponding relevant information (activities' description, costs of the activities, funds received, funding agency, related programme and timeframe).

Suggested aid: a schedule showing timelines for key activities and a table showing project costs and the funding requested from ESA.

ANNEX B – COST ELIGIBILITY LIMITS AND CONDITIONS

1. Direct Costs

The project may consider the following direct costs:

- a) Staff costs, calculated considering an hourly rate and monthly cost according to the following formulas⁴:

$$Cost_{hour} = \frac{Base\ Salary * N\ months}{1.720\ hours},$$

$$Cost_{person-month} = \frac{BS * N\ months}{11} * persons_month$$

where,

Base Salary = monthly base salary and social security charges, when applicable

N = number of months annually paid ($N \leq 14$)

Person_month = time dedicated to the project calculated in Full Time Equivalent (FTE)

Cost_{person-month} = monthly remuneration amount, considering 100% dedication for 1 month

- b) Subcontracting costs, considering a maximum cost of 95 Euros/hour per person;
- c) Access to data sources;
- d) Travelling, Subsistence and Accommodation costs
The following costs incurred are eligible:
- Train and plane costs in Economy Class, up to 700 Euro travelling in Europe and up to 1600 Euro travelling outside Europe;
 - Taxi costs;
 - Car rental and/or car mileage;
 - Accommodation up to 250 Euro per person per night;
 - Subsistence costs up to 100 Euro per person per day.
- Information regarding all Travelling, Subsistence and Accommodation costs must be provided in the Mid-Term and Final Reports, and shall include the objectives of the occasion (event, meeting, etc.), contacts made and results.
- e) Equipment;
- f) Awareness creation costs (concept notes, data sheets, flyers, etc.).

2. Indirect Costs

Indirect costs are all those eligible costs which cannot be identified by the participant as being directly attributed to the project. They may not include any direct costs. A specific flat rate of 10% of the staff costs is to be used to calculate the indirect costs.

⁴ Based on "Sistema de Incentivos à Investigação e Desenvolvimento Tecnológico (SI I&DT)", COMPETE 2020