



Boosting innovative Digitech Value chains
for Agrofood, forestry and environment

GRANT AGREEMENT N. 777890

DELIVERABLE 2.3

Call for solution - Guide for applicant

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1 CONTEXT

The DIVA Open Call is supported by DIVA (Boosting innovative Digitech Value chains for Agrofood, forestry and environment) project, funded by Horizon 2020 program, under Grant Agreement 777890.

In the wake of the Digitising Europe Industry initiative, the DIVA project (www.projectdiva.eu) aims to provide support to the emergence and development of new industrial digitech value chains with applications to the Agrofood sector and its related sectors Forestry and Environment. The focus is on digital marketplaces, big data, cloud computing, robotics, artificial intelligence, cyber-physical systems, IoT and digital/electronic/photonic components. These new technologies bring new perspectives, either to fulfil existing needs from application sectors or to create and developed new services and products. This particularly fertile framework is favourable to cross-sectorial fertilisation between digital industries, application sectors and other emerging industries such as creative, experimental industries, etc.

The consortium of the DIVA project is composed by 10 partners from 6 countries: France (Agri Sud-Ouest Innovation and Digital Place), Spain (Fundación Corporación Tecnológica de Andalucía and Asociación Multisectorial de Empresas de la electrónica, las tecnologías de la información y la comunicación de las telecomunicaciones y de los contenidos digitales - AMETIC), Portugal represented by INESC TEC- Institute for Systems and Computing Engineering, Technology and Science and INOVISA - , Italy (Centro Ricerche produzioni vegetali societa cooperativa a responsabilita limitata and H-FARM), Greece (Ethniko diktyu erevnas techonogias), Ireland (Teasgasc) representing 9 European regions, all strongly involved in digitising initiatives for Agrofood, forestry and environment. The partnership combines skills and competences in both digital and application sectors, in order to join the capabilities of clusters and RTD performers. The partners and the activities planned in the DIVA project are anchored in the regional contexts with an expected leverage effect with RIS3 axis actions, and with an ambition towards the creation of value at the EU level.

The DIVA project concept relies on the creation of open-spaces to boost cross-fertilisation between SMEs, stakeholders from the application sectors and operators of the digital economy. Direct and indirect support to SMEs is provided in order to accelerate new ideas all along through the innovation chain, from idea emergence up to the demonstration and the internationalization stages with a focus on the creation of new value chains. Specifically, DIVA partners provide SMEs business support services to mature, improve or internationalise their business and technology in aspects such as: technological feasibility, legal aspects, market potential, IPR, business model, funding, partners identification, commercial strategy, etc.

2 AIM OF THE DOCUMENT

The document hereby aims at establishing the conditions of access to the calls for proposals that DIVA will launch (2018 DIVA Open Call and 2019 DIVA Open Call), the application and selection process, as well as any other guidelines which will conduct these calls, regulating the interaction between the partners and DIVA's beneficiaries.

3 PURPOSE AND SCOPE OF DIVA OPEN CALLS

The digital sector is rapidly evolving with the regular emergence of new technologies. The Agrofood sector is currently showing a growing interest in new digital technology as an option for improving existing services at farm level or in food industries and creating new services through a global concept of "smart agriculture" or "smart food systems". In similar sectors, such as forestry, digital technologies can enhance sustainable production and eco-efficient industrial information. For environmental sector, the large amount of data obtained through digital technologies contributes to monitoring effectiveness of bioeconomy policies in terms of security, resource-efficiency and mitigation of climate change.

DIVA Open Calls aim at funding innovative SMEs proposals that contribute to creation and development of new value chains based on technologies, such as digital market places, big data, cloud computing, robotics, artificial intelligence, cyber-physical systems, IoT, digital/electronic/photonic components, under a cross-sectorial approach, targeted on Agrofood, forestry and environment sectors.

DIVA Open Calls aim at funding SMEs innovative projects in order to **accelerate** new ideas along the innovation chain, from the emergence of new concepts, products or services up to the **demonstration** and the **internationalization** stages with the focus on the creation of new value chains. They target entire value chains of the following sectors:

- Agrofood
- Forestry
- Environment
- ICT and all related sectors as robotics, automatics, electronics, machinery, etc.

4 OPERATION

The coordination and management of the DIVA project is carried out by ASOI – Agri Sud-Ouest Innovation, France

The contacts set up under the scope of the program shall be established directly between the partner of the corresponding country of the SME/consortium.

DIVA's headquarters are based at Agri Sud-Ouest Innovation, located at 8 Chemin de la Crouzette- 31320 Auzeville-Tolosane, France.

5 BENEFICIARIES

Beneficiaries of DIVA funding are for-profit SMEs, including young companies and start-ups, legally constituted and established in one of the following EU Member States: France, Greece, Ireland, Italy, Portugal and Spain.

Funded projects can be:

- Individual projects submitted and executed by a single SME. The beneficiary of the funding will be the SME applicant. This SME can subcontract eligible activities.
- Collaborative projects submitted and carried out by a consortium. Consortium should be composed by 2 to 3 SMES depending of the voucher type. They can be completed by other partners such as mid-cap or big companies, but they will not be eligible for funding. One of the SME will act as leader of the consortium and will receive the funds.

R&D organizations can participate in the projects as subcontractors; they must be subcontracted by SME(s) partner(s) of the consortium.

End users can participate in the projects but cannot lead a consortium.

6 ELIGIBILITY CRITERIA

A beneficiary has to be qualified as an SME, as defined in the EU recommendation 2003/361: <https://eurlex.europa.eu/legalcontent/EN/TXT/PDF/?uri=CELEX:32003H0361&from=EN>,

Submission must come from SME(s) legally established in one of the 6 DIVA countries: France, Greece, Ireland, Italy, Portugal and Spain. Submission may include SMEs from other EU countries as long as the lead applicant is an SME from one of the 6 DIVA countries.

Proposals must be submitted in English. Submissions done in any other language will not be evaluated.

An SME can apply only to one type of instrument per project and per DIVA Open Call. An SME may apply as leader or partner in different projects to the same call. An SME may apply to the 2 DIVA calls. **Anyway, the overall accumulated grant for an SME for the whole DIVA period, whatever the number of projects submitted and status as partner or leader, cannot exceed 60.000€.**

7 TYPE OF INSTRUMENT AND ACTIVITY THAT CAN BE FUNDED

DIVA Open Call sets up three types of instruments:

- **Maturation instrument** (see appendix 1) with 2 types of vouchers:
 - Business maturation voucher: aims at funding activities to mature a business model supported by innovative products, processes, services and technologies related to digitalisation of Agrofood, environmental or forestry sector.
 - Technology maturation voucher: aims at funding activities to produce plans and arrangements or design for new, altered or improved products, processes or services, including prototyping or testing, and bringing them from a TRL 4-5 to a TRL 5-6^{1*}. R&D activities may be included.
- **Demonstration instrument** (see appendix 2) with 2 types of vouchers:
 - Small scale demonstration voucher: aims at funding activities to validate the technical and economic viability of a new or improved product, process, service, solution or technology in an operational (or near to operational) environment and bring them from TRL 5 to TRL 6. Activities and consortium can address part of a value chain.
 - Large scale demonstration voucher: aims at funding the same activities than above but from a higher starting technology readiness level, bringing them from TRL 6 to TRL 7. Activities and consortiums should address and demonstrate a whole complete value chain.
- **Internationalization instrument** (see appendix 3) with 1 type of voucher:
 - Internationalization voucher: aims at funding activities to foster internationalization of a group of SMEs with a demonstrated value chain, aiming at catalysing their development, facilitating access to an international network of high-level consultants and experts, enabling SMEs to rapidly improve their value proposition thus ensuring their long-term success at an international level.

¹ *Technology Readiness Levels (TRL) definition (European Commission)

TRL 1.	basic principles observed
TRL 2.	technology concept formulated
TRL 3.	experimental proof of concept
TRL 4.	technology validated in lab
TRL 5.	technology validated in relevant environment (industrially relevant environment in the case of key enabling technologies)
TRL 6.	technology demonstrated in relevant environment (industrially relevant environment in the case of key enabling technologies)
TRL 7.	system prototype demonstration in operational environment
TRL 8.	system complete and qualified
TRL 9.	actual system proven in operational environment (competitive manufacturing in the case of key enabling technologies; or in space.

8 DIVA OPEN CALLS INDICATIVE BUDGET

Two competitive calls for proposals will be launched: the first DIVA Open Call will be launched at the end of 2018, and the second DIVA Open Call at the end of 2019.

Indicative budget will be the following:

- **First DIVA Open Call: maximum 1,35M€.**
- **Second DIVA Open Call: maximum 1,35M€.**

9 ELIGIBLE COSTS

Only costs generated during the lifetime of the project can be eligible. Costs described in the submitted budget must be determined in accordance with the usual accounting and management principles and practices of the beneficiary. Eligible costs are:

- **Direct personnel costs:** costs hours of the staff of the beneficiary dedicated to actual work under the project.
- **Subcontracting costs:** work carried out by a provider which has entered into an agreement on business conditions with the beneficiary.
- **Other direct costs:** further direct incurred costs can be claimed for travel, equipment, etc. Only the part of equipment costs used for the project, and the usual depreciation rules of the company have to be applied.
- **Indirect costs:** costs incurred within the context of a project that cannot be attributed directly to the project, e.g. room rent, energy costs or general administration costs. A flat rate of 25% of the direct eligible costs shall be applied.

Period of costs' eligibility is from the proposal submission date until the end of the project. Expenditures incurred before submission date of the proposal are not eligible. Expenditures incurred after reporting period are not eligible.

10 FUNDING SCHEME

Funding scheme of DIVA Open Call is a voucher scheme. Direct funding is addressed to SMEs through vouchers granting, in order to support their innovative business activities. All vouchers granted to SMEs are lump sum amount.

These vouchers cannot be cumulated for the same project. The SME can get only one voucher per instrument and per call, for the same project.

Voucher's amounts and their eligibility criteria are as follows:

A. Maturation instrument

Voucher type	Type of activity	Grant amount	Eligibility criteria
A.1 Business Maturation	Coaching-Mentoring activities related to: Strategy and business model development IPR study strategy and technological state of the art Market and marketing pre-study, feasibility study Regulation study	10.000€	>= 1 SME(s) In case of collaborative project: at least 2 SMEs from 2 different countries or sectors**
A.2 Technology maturation	Test and technological integration in laboratory. Technological maturation	10.000€	>= 1 SME(s) In case of collaborative project: at least 2 SMEs from 2 different countries or sectors**

**Targeted sectors are: Agrofood, forestry, environment and ICT

B. Demonstration instrument

Voucher type	Type of activity	Grant amount	Eligibility criteria
B.1 Demonstration small-scale	Experimentation, technical and economical tests in real life or similar environments Applies to partial stages of a value-chain	25.000€	>= 2 SME(s) From 2 different countries or sectors***
B.2 Demonstration large-scale	Experimentation, technical and economical tests in real life or similar environments A complete value-Chain must be demonstrated	60.000€	>= 2 SME(s) From 2 different countries or sectors

***An eligible consortium could be, for instance:

- Two Agrofood SMEs, one established in Ireland and one in Portugal
- One ICT SME and one forestry SME, both established in France
- One environmental SME established in Greece and one ICT SME established in Italy

C. Internationalization instrument

Voucher type	Type of activity	Grant amount	Eligibility criteria	
C Internationalization	International market strategy Business Model development and Implementation Road MAP IPR policy implementation Market and marketing study plan Regulation policy implementation	30.000€	>= 3 SME(s)	From 2 different countries or sectors

11 FIRST DIVA OPEN CALL PROCEDURES AND REQUIREMENTS

The call scheme is in one step submission.

The DIVA Open Call will remain open at least for 2 months, from its launching day.

Applicants must do the submission online, following the submission tool available in the DIVA portal (www.projectdiva.eu), hereafter designated as “application”. Applicants must register to the application, fulfil the administrative form the Description of Work (DoW) following the template provided into the application.

DIVA consortium shall not be liable in the event of loss of submitted proposals namely due to network interruptions. In case of any failures of the DIVA system or website, applicant will have to contact his national contact point.

DIVA consortium shall not consider late submission proposals as valid.

Once the proposal is submitted, the applicant will receive the notification about the proposal registration.

After eligibility check, missing information and/or documentation can be requested to applicants.

The evaluation process is carried out following the evaluation criteria described below. Online or face to face applicant(s) interview may be requested by evaluators in order to facilitate proposal understanding.

The list of selected projects will be available within a period of 2 months from the call closing day.

For collaborative projects, a signed consortium agreement will be required. The consortium must be led by an SME.

The grant agreement will be signed between the beneficiary SME and the DIVA partner situated in the same DIVA country of the beneficiary. In case of collaborative projects, grant agreement will be signed between the leader SME and the DIVA partner situated in the

same country as the leader. Grant agreement will be signed at the latest one month after the publication of approved projects list.

For individual projects, funding will be granted to the sole SME beneficiary. In case of collaborative projects, the leader SME will be the funding receiver and will be in charge of its distribution among partners, according to what previously described in the consortium agreement.

Financial solvency of approved SMEs is checked before grant agreement signature. DIVA partner funder may require fulfilment of financial solvency to SME beneficiary and define special conditions to release funding.

Maximum duration of projects is 9 months for maturation projects, 12 months for small scale demonstration projects, 18 months for large-scale demonstration projects, and 12 months for internationalization projects. Project starting date will be, at the latest, one month after grant agreement signature.

At the end of the project, beneficiaries will have to report technical results and achievements of the project to the respective DIVA partner funder, within 1 month from the final day of the project, as defined in the grant agreement.

Selected proposals will be monitored by DIVA national partner in charge. The monitoring procedure includes an initial assessment, the definition of a roadmap and a final assessment (to evaluate the impact of the DIVA support) based on a set of criteria identified in the roadmap.

Application to DIVA call can be subject to particular conditions such as membership fees according to the countries. Applicants are invited to contact their DIVA national contact point published in the DIVA official website to check this and more widely before submitting the application in order to receive technical support during the proposal preparation stage.

12 PAYMENTS AND BENEFICIARIES' OBLIGATIONS

Voucher' payment will be delivered by the DIVA partner funder, as a lump sum to the beneficiary as follows:

- 50% soon after the grant agreement signature (and consortium agreement signature if required),
- 50% two months after technical reporting delivery. If the technical reporting is not considered satisfactory by DIVA partner funder, this second payment will not be carried out.

Beneficiaries obligations are the following:

- Supporting documentation

The SME/consortium must – for a period of five-years after the payment of the balance – keep records and other supporting documentation in order to prove the proper implementation of the action.

They must make them available upon request or in the context of checks, reviews, audits or investigations.

If there are on-going checks, reviews, audits, investigations, litigation or other pursuits of claims under the grant agreement (including the extension of funding), the SME/consortium must keep the records and other supporting documentation until the end of these procedures.

The SME/consortium must keep the original documents. Digital and digitalised documents are considered originals if they are authorised by the applicable national law. Non-original documents may be accepted if they offer a comparable level of assurance.

- Financial capacity:

The SME/consortium must have the financial capacity to carry out the actions described in their proposals and to properly manage the financial support granted to them.

Applicants have to provide some basic information of their financial standing, being assessed by the following criteria:

- . Solvency (being capable of covering the medium and long-term commitments)
- . Relative indebtedness (net financial debt /EBITDA)

The following evidence should be provided:

- . Copy of the profit and loss account and balance sheet for the last three years for which accounts have been closed. Failing that, appropriate statements from banks shall be submitted.

In case of SMEs without a financial history or track-record, an audit of their current fiscal period (certified by an external auditor) or a self-declaration, including a *bona fide* estimate (business plan) for the on-going financial year is required.

Exceptionally, when it would be considered justified by the evaluator, if a participant is unable to provide the above documents, it may prove its economic and financial capacity by any other document which the evaluator considers appropriate. Nevertheless, this entity must at least be notified of the exceptional reason and its justification in the proposal; and it reserves the right to request any other document enabling it to verify the participant's financial capacity.

13 EVALUATION

13.1. Evaluation criteria

The eligible proposals will be evaluated and ranked according to the 3 following criteria:

- **Impact**
 - **Market Description:** potential market dimension, potential scale up, competitive advantage, competitors
 - **Business model,** implementation road map, commercialization plan
 - **Cross-sectorial aspect,** leverage effect, contribution to new and complete value chains creation, alignment with DIVA priority thematic
- **Excellence**
 - **Degree of innovation,** risks, contingency measures
 - **Current state of the art (TRL),** innovation stage
 - **Consistency of technical objectives** related to expected innovation
- **Implementation**
 - **Technical and business capacities**
 - **Partnerships,** complementarity of partners
 - **Description of activities,** timeframe, methodology, risk management
 - **Budget and activities adequacy**

These criteria were validated by DIVA's partners at the beginning of DIVA project as well as the selection procedure also.

A particular attention will be paid to cross-border projects.

13.2 Scoring

For each criterion, a score must be in the range 0-5. The threshold for individual criterion is 3. The overall threshold is 10.

In case of proposal achieving the same ranking, priority will be given to proposals with the higher impact criterion score.

13.3 Evaluation procedure

Eligibility checking will be carried out by DIVA partner funder.

Evaluation will be carried out by 3 experts from the DIVA consortium, one from the country of the applicant and 2 from other DIVA countries. The expertise of evaluators will be in line with activities submitted: strategy and business model positioning, IPR study and

technological state of the art, market and marketing pre-study, certification / regulation positioning or technological maturation.

Each of those 3 experts will score the evaluated proposals and will deliver an individual evaluation report; the average of those 3 scorings will be the final score of the proposal.

An evaluation committee composed by all evaluator experts will validate the final ranking including all winning proposals up to the call funds availability. In case of lack of consensus in one proposal, the evaluation committee will take advice from the DIVA advisory board.

14 FIRST DIVA OPEN CALL FOR PROPOSALS TIMELINE

Opening date for the proposal submission: 30th of November 2018

Closing date for the proposal submission: **1st of February 2019, 17h00 Brussels time**

Notification of funded proposals: 29th of March 2019

Grant agreement signature date: from 1st of April 2019

15 BENEFICIARIES RIGHTS

Within the scope of the activities comprised in each DIVA's call, SME/consortium beneficiaries are entitled to privileged access, in good time, to materials and human resources, as well as coaching, technological assistance, counselling and information services.

DIVA's partners are responsible and committed to implementing and running the program; its monitorization, consulting and support provision to DIVA's beneficiaries.

DIVA ensures the utmost rigor, confidentiality and transparency during the entire process.

16 CONFIDENTIALITY

The information which has been specifically designated as "confidential" by any of the parties involved in DIVA, disclosed under the scope of the program, shall remain confidential, and neither the SMEs nor any of the DIVA's partners shall use it for its own benefit, disclose or communicate it.

Notwithstanding the aforesaid, SME/consortium hereby acknowledge that DIVA's partners reserve the right to disclose non-confidential information regarding the SMEs and projects, while promoting DIVA, namely in conferences, exhibits, forums and to the media, including press releases.

17 INTELLECTUAL PROPERTY

All rights, title, and interest in and to the intellectual property created or owned in any form or manner by DIVA's partners, shall remain vested in them. For this purpose, any such IP shall include intellectual property related to:

- Patents, patent applications and patent rights (including without limitation any and all applicable assignments of patents or patent applications, continuations, continuations in-part, divisions, patents of addition, renewals, extensions, foreign counterparts, utility models, re-examinations, and applications for reissuance of patents);
- Copyrights and applications, registrations, recordings and renewals in connection therewith;
- Trade secrets and confidential technical information (including without limitation research and development, know-how, formulae, compositions, processes and techniques, technical data, designs and drawings);
- All manuals, books, documents and specifications directly or indirectly related thereto;
- Licenses, agreements and permissions granted to any third parties over the IP.

The ownership of the IP rights arising from the development of a project, within the scope of this program, shall belong to the corresponding SME/consortium, as referred in the signed consortium agreement. The following aspects will be considered in the agreement:

- Results are owned by the party that generates them, unless otherwise agreed;
- Each of the joint owners shall be entitled to use their jointly owned results for non-commercial research activities on a royalty-free basis, and without requiring the prior consent of the other joint owner(s);
- Each of join owners shall be entitled to otherwise exploit the jointly owned results and to grant non-exclusive licences to third parties (without any right to sub-licence), if the other joint owners are given:
 - . At least 45 calendar days' advance notice
 - . Fair and reasonable compensation.

18 DATA PROTECTION

Personal data of the SMEs shall be collected and processed, pursuant to the law in force.

Personal data of the members of the SMEs will be collected through the Application form and will be processed by DIVA only for the purpose of participation of the SMEs in the DIVA's calls.

Notwithstanding the aforesaid, DIVA may use a processor, ensuring the safety and confidentiality of the data.

SME/consortium acknowledge that providing their personal data, in the application form, is mandatory in order to participate in this program.

SME/consortium allow DIVA to disclose their name, as provided in the corresponding Application form, in any form or by any means, for DIVA's promotional purposes.

Personal data shall be kept, under the scope of this program, for a period of 10 years, after which they will be erased.

DIVA shall have the right of access to their personal data and the right to rectify any such data. Should they have any queries concerning the processing of their personal data, these shall be addressed to the DIVA data protection officer (DPO) at info@divaproject.eu.

19 REGULATION

Participation in the DIVA Open Call implies SME/consortium applicant's full acceptance of the provisions of this guide, as well as the waiver of any claims or legal actions, concerning the way the program is run or any decision made by the direction of the program or its management team.

Each SME/consortium applicant undertakes to comply with the rules set out in this guide and confirms that it has met all the conditions to enter DIVA Open Call.

Upon acceptance into the program, each SME/consortium beneficiary must individually acknowledge and undertake to comply with the dispositions set forth in the present guide.

DIVA reserves the right to modify this guide, at its sole description, undertaking to notify such modifications to the SME/consortium, in writing.

The DIVA consortium reserves the right to exclude from the program any SME member that does not comply with the present guide or acted inappropriately within the scope of the program.

20 MISCELLANEOUS

This guide and the rights and obligations hereunder shall be governed by, construed and enforced for all purposes in accordance with the laws of Belgium excluding its conflict of law provisions.

Any disputes arising from DIVA, its methodologies, or any issues under the scope of this guide, shall be settled by the judicial courts of Brussels.

The cases not covered herein shall be addressed by the DIVA management team.

21 CONTACTS

DIVA's partners support applicants along the whole call timeline. Applicants are strongly recommended to contact their DIVA national contact point in early stages of the call: www.divaproject.eu.

22 Appendix

Appendix: Maturation instrument



Boosting innovative Digitech Value chains
for Agrofood, forestry and environment

APPENDIX 1: MATURATION INSTRUMENT

23 AIM AND SCOPE

The aim of this document is to describe the specifications of the maturation instrument in the DIVA Open Call.

The activities considered in the maturation instrument have the objective to offer to SMEs the opportunity to mature their technology and/or business organisation related to digitalization, improving or creating new value chains along Agrofood, forestry and environment sectors.

24 ELIGIBILITY CRITERIA

Beneficiaries of the funding are for-profit SMEs, including young companies and start-ups, legally constituted and established in one of the following EU Member States: France, Greece, Ireland, Italy, Portugal and Spain.

The maturation instrument is addressed to individual projects and collaborative projects. Individual projects are submitted, executed and led by one single SME. Collaborative projects are submitted by a consortium, composed by several partners. They can be completed by other partners such as mid-cap or big companies, but they will not be eligible for funding. All partners must be SMEs, the leader SME of the consortium is the receiver of the funding. All SMEs partners of the consortium have to fulfil beneficiary definition.

R&D organizations can participate in the projects as subcontractors; they must be subcontracted by SME(s) partner(s) of the consortium.

25 TYPE OF ACTIVITIES THAT CAN BE FUNDED

The maturation instrument funds maturation activities through vouchers of 10.000€.

Maximum amount granted for the same SME through the two DIVA Open Calls foreseen, cannot exceed 60.000€. One supported activity cannot be funded twice.

Two different types of vouchers are considered for maturation activities:

Business maturation voucher: coaching and mentoring activities to accelerate the innovation process of the SME / consortium can be supported. Personnel costs and subcontracting of third-party costs can be carried out.

Technology maturation voucher: technology maturation activities to accelerate the innovative technology of the SME / consortium can be supported. SME(s) dedication (personnel costs) and/or expertise of a third party such as laboratory, RTD performer (subcontracting costs) can be carried out.

Voucher type	Supported activities	Voucher amount	Eligibility criteria
A.1 Business maturation	<p>Coaching-Mentoring activities related to:</p> <p>Strategy and business model development</p> <p>IPR study strategy and technological state of the art</p> <p>Market and marketing pre-study, feasibility study</p> <p>Regulation study</p>	10.000€	At least 1 SME, established in one of the following EU Member States: France, Greece, Ireland, Italy, Portugal and Spain*
A.2 Technology maturation	Test and technological integration in laboratory. Technological maturation	10.000€	At least 1 SME, established in one of the following EU Member States: France, Greece, Ireland, Italy, Portugal and Spain*

*In case of collaborative project: at least 2 SMEs from 2 different countries or sectors

Voucher	Supported activities
A.1 Business Maturation	Strategy and business model development
Eligible actions	Coaching and mentoring actions referring to the positioning of the SME innovative services or products among a value chain and elaboration of its strategy. This will exclusively focus on services or products that are not on the market. This can also consider: - Finances (financial engineering, etc.) - Industrial organisation - Commercial organisation - Management.
Reporting	<p>This action should lead to a business model positioning and strategy positioning report which details the following points:</p> <ul style="list-style-type: none"> - Compiled and complete business plan canvas - Guidelines on innovation products and services development strategy - SME's strategy SWOT - Partnership propositions within a value chain and with added-value for the SME - All information regarding SME development and positioning along a cross-sectoral and cross-border value-chain

Voucher	Supported activities
A.1 Business Maturation	IPR study and technological state of the art
Eligible actions	Actions referring to positioning of the SME innovative service or products among a value chain and elaboration of its IPR strategy. Exclusively focused on services or products that are not on the market. Can also be eligible: background elaboration, existent art search, partnership positioning, current projects IPR expertise (including consortium agreement evaluation).
Reporting	<p>Activities should lead to an IPR report and technological state of the art including the following contents:</p> <ul style="list-style-type: none"> - SME's IPR SWOT - Geographical and thematical IPR situation plan and development plan - Guidelines for business strategy - Partnership propositions within a value chain and with added value for the SME - Data policy positioning - All information regarding SME development and positioning along a cross sectoral and cross border value chain

Voucher	Supported activities
A.1 Business maturation	Market and marketing pre-study
Eligible activities	Coaching and mentoring actions referring to positioning of the SME innovative service or products among a value chain and elaboration of its market and marketing strategy. Exclusively focused on services or products that are not on the market. Fair attendances and mentorship can be funded. Other eligible actions are: geographical identification and analysis of the best markets, competitor's analysis, brand strategy, communication strategy (in particular digital), distribution strategy, user experience, user interface.
Reporting	<p>Action should lead to a market and marketing pre-study report including the following contents:</p> <ul style="list-style-type: none"> - SME's marketing organization SWOT - Geographical market analysis (trends, competitors, market organization, value chain analysis) - Guidelines for marketing and market strategy - All information regarding SME development and positioning along a cross sectoral and cross border value chain

Voucher	Supported activities
A.1 Business maturation	Certification / regulation positioning
Eligible actions	Coaching and mentoring actions referring to positioning of the SME innovative service or products among a value chain and elaboration of its certification and regulation strategy. Exclusively focused on services or products that are not on the market. Other eligible actions are: global regulation diagnostic according to different countries, current certifications analysis, strategical diagnostic, information about certification and regulation evolution.
Reporting	Action should lead to a certification and regulation positioning report including the following contents: <ul style="list-style-type: none"> - European and interesting member states regulation holistic report (also with other non-EU countries) - Market certification analysis - Guidelines on certification and regulation strategy (focus in data policy) - SME's certification SWOT - All information regarding SME development and positioning along a cross-sectoral and cross-border value chain

Voucher	Supported activities
A.2 Technology maturation	Technological maturation of the solution through technological bricks integration, tests, and lab experiments
Eligible activities	Actions referring to TRL up-scaling of the solution to reach TRL 5-6. Are also eligible: service solution maturation thanks to the human and social sciences, technical tests and experiments, system's integration, software of algorithm validation
Reporting	Action should lead to a prototype or a tests' report that validate the TRL 5-6 achievement. A well-argued technical data report explains and detail the up-grading of the solution, on each expected point. Prototypes, figures or other media should illustrate the achievement to TRL 5-6. Attention is paid to cross sectoral and cross border TRL evaluation.

26 INDICATIVE BUDGET

The budget available for the 2018 call for maturation instrument is about 500.000€. Fifty (50) proposals are expected to be funded with 10.000 € lump sum vouchers.