



Digital Incubator
for Museums



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WP3: PILOT FRAMEWORK

Deliverable 3.1: Call for
proposals and application
process report



Digital Incubator
for Museums

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Revision History

Revision	Date	Author	Organisation	Description
0.1	02/11/2021	Marie Couëdic	Ecsite	Open Call structure and content
0.2	12/11/2021	Ana Maria Carabelea Marie Couëdic Veronika Liebl Kristina Maurer Olga Tykhonova	All partners	Comments & development
0.3	20/12/2021	Marie Couëdic	Ecsite	Initial draft
0.4	21/12/2021	Ana Maria Carabelea Veronika Liebl Olga Tykhonova	AE MB	Reviewers' comments
0.5	23/12/2021	Marie Couëdic	Ecsite	Revision, final formatting and pdf submission

Abstract

This deliverable outlines the outputs and preparations made for the Open Call process of the DOORS first incubation stage. It includes details on the pilot framework, Open Call timeline, the application process, evaluation criteria, conditions of participation and funds allocation, communication with applicants and administrative arrangements.

1. Introduction

About DOORS

DOORS – Digital Incubator for Museums comes to support museums at a moment in which attitudes towards the digitalisation of the sector are changing. The accelerated pace of technological and digital developments and the pressure coming from the competition with on-demand content creates not only haunting insecurity, but also a strong desire for change in the sector.

Initiated by Ars Electronica, MUSEUM BOOSTER and Ecsite, **DOORS – Digital Incubator for Museums**, seeks to give small and medium-sized museums across Europe an opportunity to steer the direction of the sector's digital transformation. The project wants to reduce the digitalisation gap by creating the space for smaller institutions to voice their needs and offering them access to knowledge, resources, expertise, and an **incubation, learning and skill-building programme**.

During 2 years, experts from the museum sector, creative & tech industry and the consortium will cover several objectives:

- Identify and assess the digital needs of the European museum community.
- Engage 40 museums and tandems of cultural organisations in an incubation programme.
- Create an incubator for museums to address their digital transformation and enable the development and realisation of pilot projects together with experienced technical partners.
- Foster collaborations and exchanges among museums, experts from the creative and tech industry and cross-fertilisation with other sectors.

About the Deliverable

The purpose of this deliverable is to present the Open Call for the DOORS' Incubation Stage I and the respective application process.

After the first presentation to the European Commission project officer and a Call announcement published on DOORS' website in November, the Open Call was launched on 15 December 2021 and will remain open until 13 February 2022.

This deliverable describes the content of the DOORS' Open Call and the supporting documents that have been produced by the consortium to assist applicants when answering the call. These include details on:

- DOORS pilot framework,
- Conditions of participation,
- Open Call timeline,
- Evaluation criteria,
- Application process,
- Communication with applicants,
- Administrative arrangements.

While this call gives a brief overview of the content of Incubation Stage I and II programme, the deliverable D4.1 - Incubation Strategy - will provide a comprehensive overview of the learning, training and support activities for the pilots' development. Moreover, a pilot selection report (D3.2) will be produced at the end of the selection process of this Open Call.

Nr.	Deliverable Name	Est. Delivery Date	Partner	Specification
D3.1	Call for proposals & application process report	31.12.2021	Ecsite	The report will outline the pilot framework detailing all entry regulations, the conditions of participation, Open Call timeline, award criteria, rights and arrangement of payments.
D1.1	DOORS' governance structure	30.11.2021	AE	Detailed information on the project's governance structure, especially the selection and handling of advisors and jury members.
D3.2	Pilot selection report	31.03.2022	Ecsite	The pilot selection report will overview in detail the relevant results on the Open Call for the the European Commission.
D4.1	Incubation strategy	31.03.2022	MB	A strategy will provide a comprehensive overview of learning, training and supporting activities that provide guidance, mentoring and P2P knowledge sharing to enable and support the pilots' development. Therefore, this deliverable will focus on the professionals being involved as mentors.

2. DOORS Pilot Framework

Although this Open Call is for the incubation Stage I, taking place from April to June 2022, a complete description of DOORS' pilot framework - Stages I and II - is detailed in the "DOORS Incubation Programme" section of the Guide for Applicants (Annex 1).

This should help applicants understand the full scope of the incubation programme and make an informed decision on whether they wish to participate or not.

Through this Open Call and the following two-stage digital incubator, DOORS will involve 40 museums (and collaborative tandems) in a shared learning programme and further support the realization of 20 pilots focused on digital transformation and empowerment in Stage II. Pilots must be developed in one of the four defined innovation areas:

- Innovating audience analysis and engagement
- New content distribution and revenue models
- Strategies for integrating infrastructures
- Experimental ICT programmes

Incubation Stage I: Shared learning and capacity building

In the first stage, 40 museums will be part of a shared learning and capacity building programme that will enable them to refine their initial pilot proposals. The goal of this stage is to create a general framework for implementing digital pilots using learnings from the needs analysis and the self-diagnostics. During this period, museums will be supported in choosing a focal area of innovation and the consortium partners will set the basis for cross-sector collaborations with the tech and creative industry.

Taking place from April to June 2022, this stage will be composed of 3 two-day workshops on digital strategies and digital maturity, comprehending audiences, possibilities for and relevance of new revenue models. Additionally, 3 to 6 group mentoring sessions will focus on media and digital production, including the selection of the most relevant suppliers, efficient allocation of resources and exploitation strategies with sustainability in mind.

For this first incubation stage, beneficiaries will receive training support (€1.500 - of which €750 is a mandatory workshop fee) to help them build their digital maturity.

Incubation Stage II: Pilot development and implementation

Stage II is the time for the 20 pilots to become a reality. For 9 months, from November 2022 until July 2023, museums will navigate the implementation of their digital pilots together with tech and creative industry partners, supported through exchange sessions and continuing mentoring.

A series of workshops will allow further joint practical investigation of the defined innovation areas. Along with their implementation journeys, institutions working on the same innovation area will part-take in three Progress Sharing Sessions to present their work and receive feedback. The particularity of each pilot will be addressed in four Individual Mentoring Sessions. Sustainability Workshops held during the Ecsite Conference (June 2023) will address the long-term impact of the digital strategies developed.

For Stage II, beneficiaries can receive up to €27.000 per pilot to fund activities needed to implement their digital pilots and take a step towards their digital transformation.

A comprehensive overview of Incubation Stage I and II activities will be described in the deliverable D4.1. Incubation Strategy.

3. Open Call Timeline

12 November 2021	Call Announcement
14 December 2021	Launch of the Call
22 December 2021 and 25 January 2022	Online information session 1 & 2
13 February 2022	Call deadline
February-March 2022	Evaluation of the proposals
April 2022	Public announcement
April 2022	Start of the First incubation stage

4. Conditions of Participation

Eligibility criteria

The call is open to all museums and cultural organisations listed below and formed as a legal entity for at least 2 years in one member state of the European Union (including their overseas departments and outermost regions) or H2020 associated countries. An official EC list of countries eligible for H2020 funding has been provided to applicants (https://ec.europa.eu/research/participants/data/ref/h2020/grants_manual/hi/3cpart/h2020-hi-list-ac_en.pdf). The eligibility of the United Kingdom organisations has been confirmed with the EC project officer.

The following cultural organisations are eligible to participate in the Open Call:

- Art museums
- Design museums & applied art museums
- Natural history and maritime museums
- Science centres and museums
- Botanical gardens & herbaria
- History & archaeology museums
- Open-air museums and historical sites
- Archives and libraries
- Visitor centres with primary cultural missions are also eligible, while showrooms and visitor centres with primary commercial objectives are excluded from the Open Call. This exclusion applies also to pop-up, mobile and temporary museums.
- Other cultural organisations (such as art galleries, art centres, festivals, ...) are also eligible if they can prove a permanent and ongoing cultural activity for at least two years and justify a clear relevance of the pilot for their overall organisation's strategy.
- Purely online or virtual museums can be eligible to participate as long as they have existed for 2 years and are of permanent character.

The project's main target is small and medium-sized institutions. Due to the heterogeneity of the museums and cultural organisations targeted, the size is not defined based on the size of the collection, but rather on the number of visitors in 2019 (pre-COVID) and the yearly turnover (or balance sheet total) for core museum operation.

The consortium defined two assessment criteria to be taken into account, still acknowledging that visitors numbers across Europe vary largely based on the country's size, location and access to tourism and museum type.

Therefore, the consortium defines small and medium-sized museums and cultural organisation as follows:

- Counting less than 200 000 visitors in 2019 (In-person audience = *in situ* activity + off-site) or online audience for purely online/ virtual museums
- A yearly turnover or balance sheet total of less than €2 million for core museum operation

To take part in any of the strands, institutions should match at least one of those criteria.

For the benefit of exchange and leveraging the knowledge and networks of bigger organizations, large museums (exceeding one or several of the above size criteria) are allowed to submit a proposal for any of the innovation areas in tandem with a minimum of

one small and/or medium-sized museum(s) as defined above. Tandem applications must sufficiently demonstrate the benefit of the collaboration for the digital incubation program.

Eligible Activities

This section of the Open Call details the definition of activities eligible to receive financial support. This first list of types of activities stems from DOORS initial outline of innovation areas. It will be refined based on the needs and state-of-the-art analysis (conducted within tasks 2.1 and 2.2) to precise the definition and include references of possible pilot fields in Stage II Call for Proposals.

Moreover, to help applicants to have a better understanding of what is a pilot in DOORS' context, a detailed description is provided.

What is a pilot?

The consortium defines a DOORS pilot as follows:

In DOORS context, a pilot is a project related to museums' digitalisation, conceived by institutions individually or in tandem and in collaboration with the tech and/or creative sector. A pilot can be a completely new project or a phase in a longer-term transformation that reaches tangible results within the fixed period of the incubation stage (9 months). To carry out the activities needed for the implementation of the pilot, museums can receive financial support of up to €27.000.

Types of activities

Pilot activities can target different fields of digitalisation in museums such as collections and asset management, content production and preservation, access control and mediation, marketing and sales, communication, administration and governance, human resources, technical and IT infrastructure.

Applicants can submit proposals targeting digital innovation for online services (digital presence on the web and mobile access), for onsite services (including ICT such as big data or machine learning for analysing day-to-day processes or audiences) and services that bridge online and onsite worlds.

An exhaustive list of **eligible activities will be defined for Stage II based on the concrete needs identified together with the selected participants during the Incubation Stage I and through the needs assessment conducted with experts.** However, it is foreseen that

funding can be spent on personnel costs, equipment/infrastructure, staff training, services costs and any other cost items deemed eligible and of relevance to the institution's digital transformation.

The grant cannot cover the maintenance of ongoing projects, however can be allocated for the significant strategic advancement and/or redevelopment with digital means. This implies that DOORS funding should contribute to an independent extension of the existing project.

Synergies with other sources of funding are encouraged as long as the grants are used for complementary and not overlapping purposes.

Innovation Areas

All proposed actions in the pilot need to cover one of the 4 innovation areas:

- **Innovating audience analysis and engagement:** Developing innovative (hybrid and online) audience engagement formats to strengthen audience participation and loyalty. Pilots should develop interaction, participation and mediation tools and technologies for presentation-based as well as hands-on & two-way communication formats. Experiments should include an appropriate audience analysis and assessment of the best engagement platform (web, social media, app, etc).
- **New distribution & revenue models:** Pilots should experiment with digital technologies, tools and existing platforms (developing web integration pilots) to enable novel ways of content distribution and revenue models (e.g. membership subscription, etc). Participants can work on increasing visibility of digital content, metadata standards, digital narration strategies, digital distribution channels, low-tech presentations or content varieties for different target groups (active vs. passive, digital vs. virtual) etc. Pilots in this innovation area will be encouraged to develop synergies and technical integration possibilities with major European cultural platform providers.
- **Strategies for integrating infrastructure:** To ensure diversity in TRL (technology readiness levels) and include museums with no or few ICT (information and communication technologies) pre-investments - according to UNESCO still the major obstacle for digitalisation sector -, this innovation area will specifically target infrastructural pilots integrating ICT. While the priority clearly lies on the integration process of the technology (including roll-out support, data security, value chain integration), pilots can include a part of the

infrastructural purchase in the overall budget (up to 40%) if duly justified and proportional.

- **Experimental ICT program:** Sharing efforts and synergies within this collaborative innovation area should allow organisations to experiment with digital pilots one individual museum alone would be unable to. This innovation area seeks to encourage experimental pilots which change the use, application or perception of ICT (Information and Communication Technologies) innovation in the museum sector. Due to the collaborative nature of this innovation area, single-institution applications are not eligible.

The Consortium decided to cap infrastructural purchases at 40% of the overall funding budget to ensure that most of the grant is always used for a sustainable integration in the museum's operational processes such as capacity building and training, software/hardware rollout, integration consultation, etc.

Timeline of pilot delivery

To ensure the sustainability of the pilots, the projects will be evaluated against alignment with the general institutional development strategy. However, the first tangible results, respectively outlined in the application, need to be achieved and presented at the Ecsite Conference (June 2023) and in the pilot's reports that are to be completed by the end of Incubation Stage II (July 2023).

Pilot Tasks and Requirements

The Open Call further specifies which requirements have to be met by the beneficiaries in Incubation Stage I. Selected pilots are expected to:

- Sign the pilot agreement.
- Participate in all the incubation programme activities.
- Dedicate a project coordinator who will follow the programme consistently. Additional representatives can be nominated to join most of the activities.
- Produce a diagnostics report based on the diagnostics framework tailored by the DOORS' team at the beginning of the incubation programme.
- Use the project's online workspace.
- Agree with the Open access publication policy of DOORS project.
- Submit a final evaluation report.

These requirements will be adjusted for the Stage II Call for Proposals to fit the specific needs linked to the pilots' participation in the second part of the incubation programme. However, it's already foreseen that selected pilots are expected to commit to the following:

- Pilot delivery (including presentation of results in June 2023).
- Participation in:
 - Monthly “Open Hour Sessions” to enable a frequent exchange between partners and joint discussions of questions pertaining to the programme and focus areas.
 - Peer-to-peer Scheme: Each pilot will be assigned with a “buddy organisation” to foster peer-review and support in the incubation phase.
 - 6 inspiration sessions every two month on clustered topics focusing on external best practices examples.
 - 3 workshops over the course of the incubation period on topics related to the Innovation Areas.
 - 3 progress-sharing sessions where projects of each innovation area will present their progress and receive feedback.
 - 4 individual mentoring sessions: each pilot will receive three mentoring sessions from one mentor and an additional mentoring unit by a second mentor from a different expertise area.
 - Sustainability workshops as part of the second public conference taking place during the Ecsite Conference to present all pilots outcomes to museum operators across Europe and enable a systemic pilot take-over from interested stakeholders.
- Submission of the requested assessment reports such as Sustainability plan and Guidelines report.
- Communication and dissemination plan.

5. Evaluation Criteria

Within the Guide for Applicants (Annex 1), the consortium has provided detailed information about the selection criteria. A standard evaluation form (Annex 4) is also available on the Open Call page to help applicants identify ways to improve their proposals and provide an overview of the standard evaluation questions.

All eligible proposals will be evaluated by at least two external jury members and experts selected to ensure the best possible expertise and transparency in the evaluation process. Eligible proposals will be evaluated by the jury against the following criteria:



- **Pilot idea excellence**

- Quality and Strength of the idea: Is the idea realistic and can it be achieved on the scale proposed? How does the pilot fit into the organisation's overall strategy?
- Innovation potential linked to the organisational context: Does the pilot project fit into one of the innovation areas? Is the idea innovative in its specific institutional setting/context and obtains a long-term potential?
- Relevance to the call: How will the pilot benefit from participating in the DOORS incubation programme?

- **Impact**

- Value proposition: What challenge(s) will the pilot address and how? Is the expected outcome relevant for the pilot idea and realistic? What are the end benefits of the pilot for the organisation itself, its staff, its audience and external stakeholders (if relevant)?
- Timing: Can the pilot be developed from the initially proposed concept to final targeted stage within the DOORS timeframe?
- Sustainability: How is the organisation planning to ensure the sustainability of the pilot beyond the DOORS project's lifespan/end of funding?

- **Implementation and organisational context**

- Motivation: What is the motivation for applying to this incubation program and what benefits are foreseen to the organisation's long-term strategy?
- Resources: How many staff members are to be involved in the project and how will they benefit from participating in the DOORS incubation programme? Does the pilot imply new staff hires/adding new staff members or involving external expertise? Are any infrastructural acquisitions intended within the realisation of the pilot and if yes, what part of the budget (in %) is planned to be respectively allocated?
- Equity, diversity and inclusion: What is the general approach to equity, diversity and inclusion in your institution?

To ensure a diverse and inclusive portfolio of institutions and pilots that cover all **innovation areas, institutions sizes** and **geographical areas**, grants will be awarded based not only on ranking. The highest ranked proposals from each part of the territory of the European Union and Associated Countries will be prioritised, provided that these applications attain all thresholds.

These evaluation criteria will be refined for Stage II Call for Proposals to fit the specific needs and aims linked to the pilots selected for participation in the following incubation programme.

6. Application Process

Application Guidelines and Preparatory Documents

Three reference documents have been prepared by the consortium to provide help to applicants when preparing and submitting their pilot proposal:

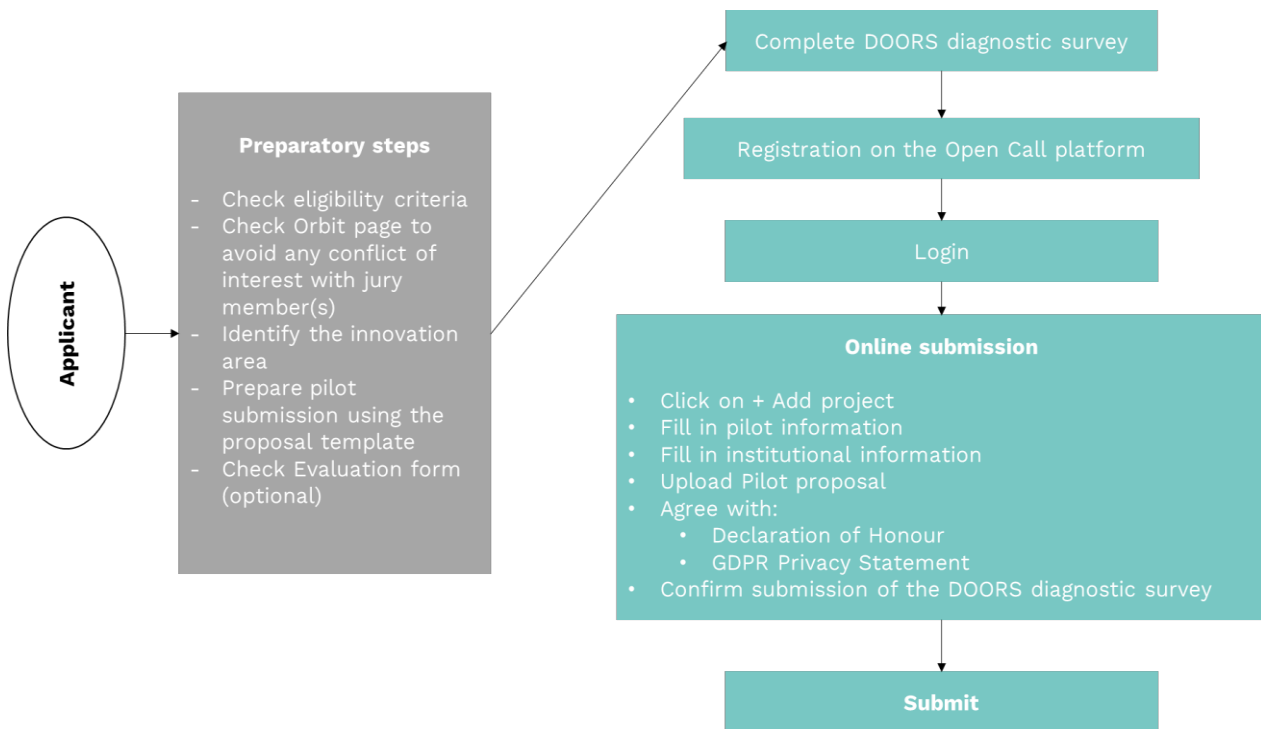
- The **Guide for Applicants** (Annex 1) provides further details regarding the pilot framework, the timeline of the project, eligibility requirements, the scope of the Open Call, the application and evaluation processes, deadlines and where to seek additional support and information.
- The **proposal template** (Annex 2) details all required information and specifies the proposal questions. Part A corresponds to the information that applicants will have to fill out directly on the submission platform. Part B is the technical annexe, providing information on the structure, page limit and formatting conditions of the pilot proposal document (pdf) that applicants have to submit. It has been designed to ensure that important aspects of the pilot proposal are presented in a way that will enable experts to effectively assess against the evaluation criteria.
- A **standard evaluation form** (Annex 4) is made available to applicants who may wish to arrange an evaluation of their proposal themselves (e.g., by an impartial colleague) before final editing and submission. The aim is to help applicants identify ways to improve their proposals and provide an overview of the standard evaluation questions.

Open Call Platform and Online Submission

In order to handle a submission process of this scale, an elaborated online submission platform was needed. Ars Electronica is able to provide in-kind an already existing, tested

and regularly updated submission tool, which has been developed for Prix Ars Electronica and has been already successfully in use for other H2020 projects such as STARTS Prize. The platform uses secure online communication (https) and is hosted on Ars Electronica servers complying with GDPR standards and the data management objectives as outlined in the deliverable D6.1.

Proposal reception is only possible using the DOORS submission platform at <https://calls.ars.electronica.art/doors/>. DOORS Open Call platform workflow is outlined below:



Applicant must first register on the platform and then log in to submit the required information and documents. In case of a tandem application, collaborating organisations still need to choose one main applicant. The latter will be responsible for the application and become the DOORS' contact point for administrative aspects such as contracting, to name one.

Once logged in, applicants are asked to complete the following information:

- **Pilot information:** Proposal title, motivation to join the incubation programme, general outline of resources (financial and non-financial) the institution is willing to

dedicate to the project; general approach to equity, diversity and inclusion; innovation area chosen.

- **Institutional information:** contact details including name, description and type of the institution, website, email address, phone, company registration number and relevant data such as number of annual visitors (2019) and annual turnover.
- **Pilot proposal:** A short version of the proposal (3 pages in pdf format) describing the core idea and the foreseen impact of the digital pilot when integrated into the existing infrastructure. An applicant needs to follow the structure provided in the proposal template (Annex 2).
- An applicant can additionally upload supplementary documents deemed important for the submission such as images, documents and videos .

The various parts of the proposal can be reviewed and edited any time until the end of the application period. All mandatory sections must be written in English for the proposal to be eligible. Only parts written in English will be evaluated.

DOORS' submission platform will also detail all the rights and declarations necessary for submitting an entry, namely:

- **Declaration of Honour** (Annex 3)
- **DOORS GDPR privacy statement** (Annex 5) outlining the policies according to which the DOORS consortium collects, manages and uses personal data of the individuals involved in the DOORS Open Call.

For both Declaration of Honour and GDPR privacy statement, a submitter will be required to actively give their consent by clicking a respective checkbox on the submission platform.

Additionally, all applicants will have to complete the diagnostic survey to finalise their proposal submission. The Diagnostic survey is part of task 2.2 and will help the DOORS consortium identify current museums needs and challenges as well as opportunities when it comes to digital technology. The link will be available on the Open Call page.

Every applicant will receive registration information, an acknowledgement of receipt of the submission, information when the call is closed and information on the final decision of the jury through the platform. No late submissions or changes after the call closure will be accepted.

DOORS Submission Helpdesk

The Open Call page on DOORS' website, as well as the submission platform and the Guide for Applicants, specify contact information for technical help and questions. The general email address (doors@ars.electronica.art), is operated between 10 am-5 pm (CET) and during the weekend before the submission deadline. Ars Electronica is responsible for managing the official mailbox of the project.

Online Information Sessions and FAQ

Two "Information for Applicants" online sessions about the Open Call in question will be held on 22 December 2021 (3:00-4:00 CET) and 25 January 2022 (3:00-4:00 CET). These sessions are aimed at individual institutions interested in applying to the programme and professional networks (national and international) that disseminate funding and learning opportunities within the sector. The sessions will be announced on the DOORS website and partners' social media channels. A recording of one of the sessions will be made available to applicants on the dedicated DOORS' website page.

Additionally, a FAQ will be published on the DOORS website. It will include, amongst others, a range of questions regarding eligibility, budget and timeline requirements and the application process. This FAQ will be regularly updated with recurring questions received during online information sessions and on the project's mailbox (doors@ars.electronica.art).

7. Evaluation Process

The evaluation process of the Open Call will involve five jury members, all selected by DOORS consortium partners for their expertise in the fields relevant for the call in question. The Deliverable D1.1 – Governance Structure, gives further details on the role and responsibilities of jury members, as well as the list of professionals that have been contacted and have already confirmed their participation.

To ensure the impartiality and transparency of the whole process of organising the DOORS' Open Call 3 documents will be shared with the jury members:

- Guide for Jury Assessment to provide the jury with key references

- Code of Conduct for handling any potential conflict of interest (as detailed in Deliverable D1.1)
- Evaluation Template (Annex 4)

The Guide for Jury Assessment will be developed in January 2022 as part of task 3.2.

8. Administrative Procedures Following Selection

Expected Milestones

Successful applicants will have to enter an agreement with Ecsite before starting the Stage I of the Incubation Programme in April 2022. Before signing the agreement the following steps must be completed:

- Due diligence checks: DOORS team will check the applicant legal entity information, ethics requirements, financial information and any other checks as requested by the European Commission before starting the pilot incubation.
- Consent form for personal data handling and collecting publishable information and results.

The Grant Agreement process will take place in April 2022 and involve the contractual arrangements with the beneficiaries related to Incubation Stage I. Once the Third-party Grant Agreement is signed, Ecsite will issue the payment of the grant.

Third Party Agreement

A Third-party Grant agreement will be established between Ecsite and each of the selected beneficiaries. This Grant Agreement will have to be tailored to the DOORS' context and the regulations linked with third parties receiving financial support under H2020 (Annotated Grant Agreement, Article 15). The National Contact Point of Belgium has been contacted to provide support and guidance in the drafting of the first version of the agreement. A first version of the Grant Agreement will be delivered in January and reviewed by a law firm (see Annexe 1. Section 3.4 of DOORS Grant agreement). This sample agreement will be published in the Open Call webpage, as soon as a final version will be available.

Payment Schedule and Arrangement

For Incubation Stage I, beneficiaries will receive support only for learning and training, no pilot implementation funds will be paid. The Stage I amount is foreseen as a lump sum of €1.500, wherein €750 is a mandatory workshop fee.

The beneficiaries will enter an agreement with Ecsite through a Grant Agreement mentioning the following:

- The first half (€750) is to be kept by the beneficiaries to cover staff costs and enable/ensure their participation in the Stage I activities.
- The second half (€750) will cover the workshops participation fee (mandatory activity). This second half will have to be transferred by the beneficiaries to the project's common training fund.
- After the signature of the Grant Agreement, Ecsite will transfer €1.500 to the beneficiary and in a delay of 15 days, the beneficiary will have to transfer €750 to the project's common training fund which will be used to pay the trainers of Incubation Stage I.

Conclusion

Since its launch, the Open Call has been promoted on DOORS' Consortium partners communication channels (newsletter, website, social media) and will continue to be promoted until the submission deadline. To ensure the Open Call reaches a large number of museums and stakeholders, the DOORS consortium will also contact national and European networks to disseminate information about the call and info sessions.

Additional information regarding the submission statistics and the evaluation process will be documented in the upcoming D3.2 deliverable.

The Incubation Stage II Call for Proposals will open in summer 2022. Only the 40 beneficiaries selected from this call for Stage I will be further eligible to apply for Stage II. The latter will be refined based on the results from the needs assessment analysis conducted in Stage I as well as the lessons learnt from this first call. Therefore, an updated version of this deliverable will be produced in September 2022.

ANNEX 1. Guide for Applicants

About DOORS

Initiated by Ars Electronica, MUSEUM BOOSTER and Ecsite, **DOORS – Digital Incubator for Museums**, seeks to give small and medium-sized museums across Europe an opportunity to steer the direction of the sector's digital transformation.

The project wants to reduce the digitalisation gap by creating the space for small institutions to voice their needs and offering them access to knowledge, resources, expertise, and an **incubation and skill-building programme**.

During 2 years, experts from the museum sector, creative & tech industry and the consortium will cover several objectives:

- Identify and assess the digital needs of the European museum community.
- Engage 40 museums and tandems of cultural organisations in a unique incubation programme.
- Create an incubator for museums to address their digital transformation and enable the development and realisation of pilot projects together with experienced technical partners.
- Foster collaborations and exchanges among museums, experts from the creative and tech industry and cross-fertilisation with other sectors.

DOORS has received funding from the European Union's Horizon 2020 Research and Innovation Programme under Grant Agreement no. 101036071.

DOORS incubation programme

Through an open call and a following two-stage digital incubator, DOORS will involve 40 museums (and collaborative tandems) in a shared learning programme and further support the realization of 20 pilots focused on digital transformation and empowerment in the second stage. Pilots must be developed in one of the four concrete innovation areas:

- Innovating audience analysis and engagement
- New content distribution and revenue models
- Strategies for integrating infrastructures
- Experimental ICT programmes

We invite museums to join DOORS and submit pilot proposals to take part in this two-stage incubation programme.

First incubation stage: Shared learning and capacity building



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In the first stage, 40 museums will be part of a shared learning and capacity building programme that will enable them to refine their initial pilot proposals. The goal of this stage is to create a general framework for implementing digital pilots using learnings from the needs analysis and the self-diagnostics. During this period, museums will be supported in choosing a focal area of innovation and we will set the basis for cross-sector collaborations with the tech and creative industry.

Taking place from April to June 2022, this stage will be composed of 3 two-day workshops on digital strategies and digital maturity, comprehending audiences, possibilities for and relevance of new revenue models. Additionally, 3 to 6 group mentoring sessions will focus on media and digital production, including the selection of the best suppliers, efficient allocation of resources and exploitation strategies with sustainability in mind. See “What to expect in the 1st stage” for further details.

Beneficiaries will receive training support (€1.500 - of which € 750 is a mandatory workshop fee) to help them build their digital maturity.

Second incubation stage: Pilot development and implementation

The second stage of the incubation programme is the time for the 20 pilots to become a reality. For 9 months, from November 2022 until July 2023, museums will navigate the implementation of their digital pilots together with tech and creative industry partners, supported through exchange sessions and continuing mentoring.

A series of workshops will allow further joint practical investigation of the defined innovation areas. Along with their implementation journeys, institutions working on the same innovation area will part-take in three Progress Sharing Sessions to present their work and receive feedback. The particularity of each pilot will be addressed in four Individual Mentoring Sessions. Sustainability workshops held during the Ecsite Conference (June 2023) will address the long-term impact of the digital strategies developed.

For this second stage, beneficiaries can receive up to €27.000 per pilot to fund activities needed to implement their digital pilots and take a step towards their digital transformation.

Timeline of the incubation programme

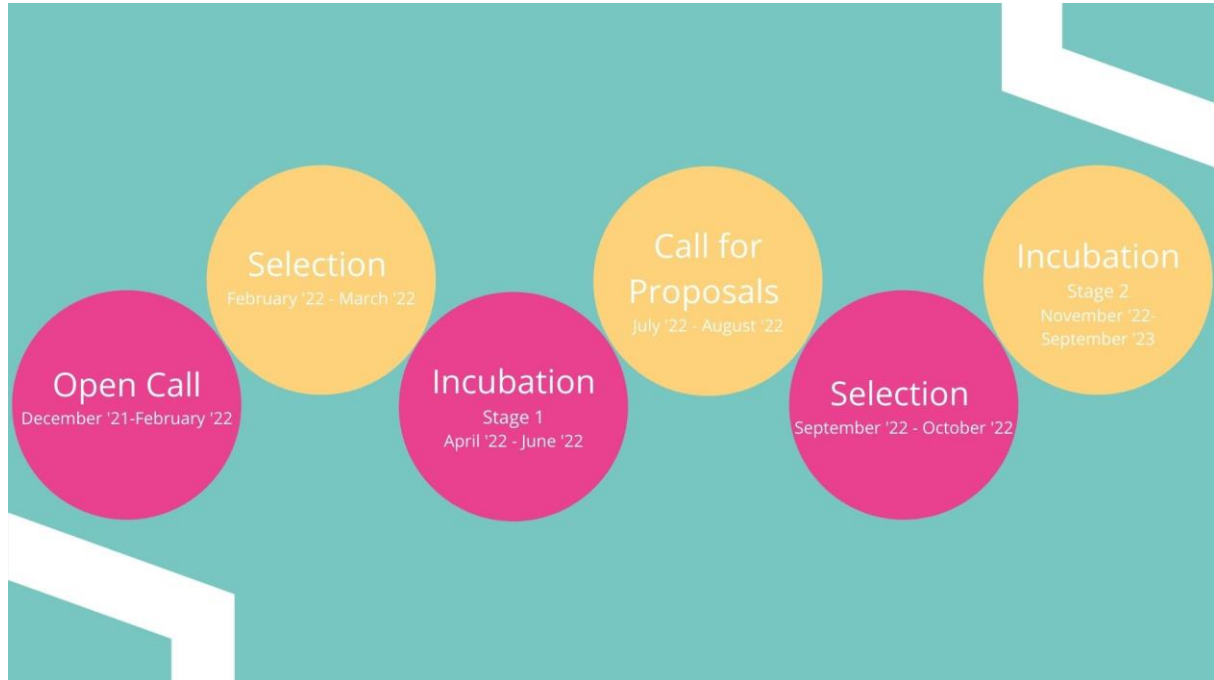


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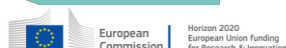
Why take part

The DOORS incubation programme is a unique opportunity for the strategic advancement of small and medium-sized museums interested in starting or advancing their digital transformation, accessing international expertise and funding to start and/or support their journey.

The consortium will provide institutions with:

- Access to a large pool of [international experts](#), technological providers and know-how from more digitally savvy industries.
- Access to a broad range of digital assessment & strategy building resources for museums.
- Tailored support for each piloting organisation's needs to start its digital transformation.
- Extensive knowledge exchange process to learn about relevant digitalisation projects.
- Networking opportunities.
- Help for museums in embedding new digital offerings in their established offer.
- Financial support: €1.500 (of which € 750 is a mandatory workshop fee) in the first incubation stage and up to €27.000 to develop a pilot project if the organisation is selected for the second stage.

Who is the funding for



Horizon 2020
European Union funding
for Research & Innovation



DOORS has received funding from the European Union's Horizon 2020 research and innovation programme under grant agreement No 101036071.

The following cultural organisations are eligible to participate in the open call:

- Art museums
- Design museums & applied art museums
- Natural history and maritime museums
- Science centres and museums
- Botanical gardens & herbaria
- History & archaeology museums
- Open-air museums and historical sites
- Archives and libraries
- Visitor centres with primary cultural missions are also eligible, while showrooms and visitor centres with primary commercial objectives are excluded from the open call. This exclusion applies also to pop-up, mobile and temporary museums.
- Other cultural organisations (such as art galleries, art centres, festivals, ...) are also eligible if they can prove a permanent and ongoing cultural activity for at least two years and justify a clear relevance of the pilot for their overall organisation's strategy.
- Purely online or virtual museums can be eligible to participate as long as they have existed for 2 years and are of permanent character.

Eligibility criteria

The call is open to all museums and cultural organisations listed above and formed as a legal entity for at least 2 years in one member state of the European Union (including their overseas departments and outermost regions) or H2020 associated countries (see full list [here](#)).

The project's main target is small and medium-sized institutions. To take part in any of the strands, institutions should match at least one of the following criteria:

- Counting **less than 200 000 visitors in 2019** (In-person audience (*in situ* activity + off-site) or online audience for purely online/ virtual museums)
- A yearly turnover or balance sheet total of **less than €2 Million** for core museum operation

For the benefit of exchange and leveraging the knowledge and networks of bigger organizations, large museums (exceeding one or several of the above size criteria) are allowed to submit a proposal for any of the innovation areas in tandem with a minimum of one small and medium-sized museums as described above. Tandem applications must sufficiently demonstrate the benefit of the collaboration for the digital incubation programme.

For each tandem application, organisations involved need to choose one main applicant. This main applicant needs to comply with the eligibility criteria and will be responsible for the application. The applicant will also be DOORS' contact point for administrative aspects such as contracting and final reporting.

Eligible activities for the pilots

The call is for the development and implementation of pilot activities linked with the digital transformation of museums and cultural organisations.

What is a pilot?

In DOORS' context, a pilot is a project related to museums' digitalisation, conceived by institutions individually or in tandem and in collaboration with the tech and/or creative sector. A pilot can be a completely new project or a phase in a longer-term transformation that reaches tangible results within the fixed period of the second incubation stage (i.e., 9 months). To carry out the activities needed for the implementation of the pilot, museums can receive financial support of up to €27.000.

Type of activities

Pilot activities can target different fields of digitalisation in museums such as collections and asset management, content production and preservation, access control and mediation, marketing and sales, communication, administration and governance, human resources, technical and IT infrastructure.

Applicants can submit proposals targeting digital innovation for online services (digital presence on the web and mobile access), for onsite services (including ICT such as big data or machine learning for analysing day-to-day processes or audiences) and services that bridge online and onsite worlds.

An exhaustive list of eligible activities will be defined for the second stage of incubation based on the concrete needs identified together with the selected participants during the first incubation stage and through a needs assessment analysis conducted with experts. However, it is foreseen that funding can be spent on personnel costs, equipment/infrastructure, staff training, services and any other cost items deemed eligible and of relevance to the institution's digital transformation.

The grant cannot cover the maintenance of ongoing projects, however can be allocated for the significant strategic advancement and/or redevelopment with digital means. This implies that DOORS funding should contribute to an independent extension of the existing project.

Synergies with other sources of funding are encouraged as long as the grants are used for complementary, not overlapping purposes.

Innovation areas

All proposed actions in the pilot need to cover one of the 4 innovation areas:

- **Innovating audience analysis and engagement:** Developing innovative (hybrid and online) audience engagement formats to strengthen audience participation and loyalty. Pilots should develop interaction, participation and mediation tools and technologies for presentation based as well as hands-on & two-way communication formats. Experiments should include



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an appropriate audience analysis and assessment of the best engagement platform (web, social media, app, etc).

- **New distribution & revenue models:** Pilots should experiment with digital technologies, tools and existing platforms (developing web integration pilots) to enable novel ways of content distribution and revenue models (e.g. membership subscription, etc). Participants can work on increasing visibility of digital contents, metadata standards, digital narration strategies, digital distribution channels, low-tech presentations or content varieties for different target groups (active vs. passive, digital vs. virtual) etc. Pilots in this innovation area will be encouraged to develop synergies and technical integration possibilities with major European cultural platform providers.
- **Strategies for integrating infrastructure:** To ensure diversity in TRL (technology readiness levels) and include museums with no or few ICT (information and communication technologies) pre-investments - according to UNESCO still the major obstacle for digitalisation sector -, this innovation area will specifically target infrastructural pilots integrating ICT. While the priority clearly lies on the integration process of the technology (including roll-out support, data security, value chain integration), pilots can include a part of the infrastructural purchase in the overall budget (up to 40%) if duly justified and proportional.
- **Experimental ICT program:** Sharing efforts and synergies within this collaborative innovation area should allow organisations to experiment with digital pilots one individual museum alone would be unable to. This innovation area seeks to encourage experimental pilots which change the use, application or perception of ICT (Information and Communication Technologies) innovation in the museum sector. Due to the collaborative nature of this innovation area, single-institution applications are not eligible.

Timeline for the pilot delivery

To ensure the sustainability of the pilots, the projects will be evaluated against alignment with the general institutional development strategy. However, the first tangible results, respectively outlined/defined in the application, need to be achieved and presented at the Ecsite Conference (June 2023) and in pilots' reports completed by the end of incubation stage 2 (July 2023).

How to apply

DOORS will run two calls for proposals for its digital incubation programme. This call is for the first incubation stage taking place from April to June 2022. Only the 40 beneficiaries selected from this call will be further eligible to apply for the second incubation stage (the respective call is expected to be launched in summer 2022).

Application must be submitted via the [online platform](#) provided by Ars Electronica. To answer this call, institutions are required to follow the process outlined below:

- **Step 1** – Check eligibility criteria listed in the dedicated section of this call.
- **Step 1bis** – Check the [Declaration of Honour](#) and the [Orbit page](#) to make sure you don't have any conflict of interest with jury member(s).
- **Step 2** – Identify the innovation area (see section “Eligible activities for the pilots”) you want to apply to for the second stage of incubation. This can be reviewed at the end of the first stage.
- **Step 3** – Complete the diagnostic survey.
- **Step 4** – Prepare your pilot submission. The applicant will be required to submit a short version of the proposal (3 pages) describing the core idea and a summary of the foreseen impact of the digital pilot that will be integrated into the existing infrastructure. Please read carefully the “Selection criteria” section of this call to make sure you provide all necessary details in the description of your pilot idea and foreseen impact.
- **Step 5** – Complete and submit your application on the online platform. Once you have registered a profile on the online submission platform, the following information and documents will be required:
 - Administrative information (Pilot and institution)
 - A short version of the pilot proposal (3 pages, PDF, see [template here](#))
 - Consent to [DOORS' Privacy statement](#)
 - [Declaration of Honour](#)

When applying to the DOORS open call, please also note that:

- Only complete applications submitted before the deadline will be considered for review. The application reckons complete when the diagnostics survey is submitted (step 3).
- All mandatory sections must be written in English for the proposal to be eligible. Only parts written in English will be evaluated.
- Organisations are allowed to submit only one proposal for each innovation area.

Online information session

Two “Information for applicants” online sessions about this open call will be held on the **22 December 2021 (3:00-4:00 CET)** and **25 January 2022 (3:00-4:00 CET)**. These sessions are aimed at institutions interested in applying to the programme. The sessions will be announced on the DOORS website and partners’ social media channels. A recording of one of the sessions will be made available to applicants on the dedicated DOORS’ website page.

Selection criteria



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Eligible proposals will be evaluated against the following criteria by the jury:

- **Pilot Idea excellence**
 - Quality and Strength of the idea: Is the idea realistic and can it be achieved on the scale proposed? How does the pilot fit into the organisation's overall strategy?
 - Innovation potential linked with the organisational context: Does the pilot project fit into one of the innovation areas? Is the idea innovative in its specific institutional setting/context and what is its long-term potential?
 - Relevance to the call: How will the pilot benefit from participating in the DOORS incubation programme?

- **Impact**
 - Value proposition: What challenge(s) will the pilot address and how? Is the pilot relevant to the expected outcome? What are the end benefits of the pilot both for the organisation itself, its staff, its audience and external stakeholders (if relevant)?
 - Timing: Can the pilot be developed from the initially proposed concept to achieve the target aims within the DOORS timeframe?
 - Sustainability: How is the organisation planning to ensure the sustainability of the pilot beyond the DOORS project's lifespan/end of funding?

- **Implementation and organisational context**
 - Motivation: What is the motivation for applying to this incubation program and what benefits do you foresee it bringing to your organization's long-term strategy?
 - Resources: How many staff members do you plan to involve in the project and how will they benefit from the programme? Do you plan on adding new staff members? Do you intend any infrastructural acquisitions within the realisation of you pilot and if yes, what part of the budget (in %) do you respectively intend to allocate?
 - Equity, diversity and inclusion: What is the general approach to equity, diversity and inclusion in your institution?

To ensure a diverse and inclusive portfolio of institutions and pilots that cover all **innovation areas, institutions sizes and geographical areas**, grants will not only be awarded based on ranking. The highest ranked proposals from each part of the territory of the European Union and Associated Countries will be prioritised, provided that these applications attain all thresholds.

Evaluation process

Evaluations of the first stage will take place between February and March 2022. The evaluation will be conducted by external jury members and experts selected to ensure the best possible expertise and transparency in the evaluation process.

To ensure the highest possible quality, the review and selection process is divided in 3 steps:



DOORS has received funding from the European Union's Horizon 2020 research and innovation programme under grant agreement No 101036071.

Step 1 – Eligibility checks

DOORS' team will check the formal requirements (such as eligibility and full submission) following the application submission. Proposals considered not eligible will not proceed to step 2.

Step 2 - Pre-jury: individual review and selection

Eligible proposals will be reviewed and scored by two jury members against the criteria listed in section "Selection criteria". Jury members will be asked to provide an overall score, on a 5 points scale, as well as recommendations of shortlisted applications.

Step 3 – Final group review

All jury members will come together for a group discussion to ensure consistency of the evaluation and scoring and transparency in the evaluation process.

Public announcement of the call results

Results will be published on the DOORS website and announced to participants in April 2022. All participants will receive a summary of their evaluation based on the evaluation form.

Administrative arrangements

Successful applicants will have to enter an agreement with Ecsite before starting the first stage of the incubation programme in April 2022. Before the signing of the agreement the following steps must be completed:

- **Due diligence checks:** DOORS' team will check the applicant legal entity information, ethics requirements, financial information and any other checks as requested by the European Commission before starting the pilot incubation. Should you fail the due diligence checks, DOORS reserves the right to reject the application.
- **Consent forms** for personal data handling and collecting publishable information & results.

Requirements

In the first incubation stage, selected pilots are expected to:



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- Sign the pilot agreement.
- Participate in all the incubation programme activities.
- Dedicate a project coordinator. Additional representatives can be nominated for most of the activities.
- Produce a diagnostics report based on the diagnostics framework provided by the DOORS' team at the beginning of the incubation programme.
- Use the project's online workspace.
- Agree with the Open access publication policy of DOORS project.
- Submit a final evaluation report.



ANNEX 2. DOORS Proposal Template

Proposal template: Part A

(To be filled out directly on the online application platform. Please delete Part A from your final PDF proposal.)

Description of necessary information	Mandatory field (Y/N)	Max. characters
Pilot Title	Yes	
What motivated your organization to apply for this incubation programme and what benefits do you foresee for your organization's long-term strategy?	Yes	1.500 characters incl. spaces
How many staff members do you plan to involve in the project? Please describe their position and affiliation to departments.	Yes	1.500 characters incl. spaces
What is the general approach to equity, diversity and inclusion in your institution?	Yes	1.500 characters incl. spaces
Which of the four areas is of most relevance to your pilot? Please select one.	Yes	Choose from 1) Innovating audience engagement 2) New distribution & revenue models 3) Strategies for integrating infrastructure 4) Information and Communication Technology (ICT) experiments
Do you intend any infrastructural acquisitions within the realisation of your pilot and if yes, what part of the budget (in %) do you respectively intend to allocate (having in mind that 40% is the limit on infrastructural purchases)?	Yes	1.000 characters incl. spaces
In case you are submitting in a tandem (collaboration) with other organization(s), please describe the format of your collaboration and how it benefits the pilot.	No	1.000 characters incl. spaces

2. INSTITUTIONAL INFORMATION

Name of the Institution	
Description of the Institution	

Website	
Contact information (if different from submitter)	
Company Registration Number	
Location of the Institution	Dropdown
Type of Institution	Dropdown
Number of annual visitors (2019)	Dropdown
Annual turnover	Dropdown

Proposal template: technical annex (PDF UPLOAD)

The **structure of this template** must be followed when preparing your proposal. It has been designed to ensure that the important aspects of your planned project are presented in a way that will enable the experts to effectively assess against the evaluation criteria.

Page limit: The proposal should not be longer than 3 pages. All tables, figures, references and any other elements pertaining to these sections must be included as an integral part of the sections and thus, will be counted towards the page limit.

The following **formatting conditions** apply.

The reference font for the body text is Times New Roman (Windows platforms), Times/Times New Roman (Apple platforms) or Nimbus Roman No. 9 L (Linux distributions). The use of a different font for the body text is not advised and is subject to the cumulative conditions that the font is legible and that its use does not significantly shorten the representation of the proposal in number of pages compared to using the reference font (for example, with a view to bypass the page limit).

The minimum font size allowed is 11 points. Standard character spacing and a minimum of single line spacing is to be used. Text elements other than the body text, such as headers, foot/end notes, captions, formula's, may deviate, but must be legible.

The page size is A4, and all margins (top, bottom, left, right) should be at least 15 mm (not including any footers or headers).



PILOT TITLE



MUSEUM

Name of organization	Country
<i>In case of tandem applications: add for each additional organization one row</i>	Country



1. PILOT IDEA EXCELLENCE

1.1 Concept

Specify the digital transformation strategy, thematic area, means and innovation area of the concept you are seeking to test or develop. This includes explaining the types of value proposition you want to create, which part of the value chain will be transformed, the relation to the overall strategy of the museum, technology that is to be explored or applied, which forms of cultural offers are created, (and if applicable at all) how content and collection/archival assets are used (or need to be digitized) and why this approach is novel. The concept should be clear, measurable, realistic and achievable within the duration of the project and against the framework and resources available within DOORS Incubation programme.

1.2 Relation to DOORS

Indicate the relation of your proposal to one of the four innovation areas and how the idea is innovative in your specific institutional setting/context, as well as its long-term potential.



2. IMPACT

Describe what main evidence and impacts your pilot will generate, for which target groups (and if relevant other stakeholders) and how you will measure outcomes. Specify how your organisation is planning to ensure sustainability of the pilot beyond the DOORS project's lifespan/end of funding.



3. PILOT IDEA IMPLEMENTATION

3.1 Budget

Please complete the table below and specify the costs you foresee for the pilot implementation (second stage only). The current cost estimation serves solely to assess the feasibility of implementation and can be adapted for the second call for proposals. DOORS foresees max. EUR 27.000 per pilot for the entire action duration, but smaller amounts may also be justified.

Category	Costs (€)	Justification
Staff Costs		Please indicate the number of days or months over the whole duration of the planned work.
Travel Costs		(if applicable)
Equipment		Pilots can include a part of the infrastructural purchase in the overall budget if duly justified, relevant for achieving the objectives and proportional (max. 40% of the total budget).
Communication		
Other services		(e.g., design, developers, technology providers, consultants, artist/production fees)
Other goods and costs		
TOTAL		



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3.2 Timeline

Please provide a brief overview of the pilot implementation timeline.

NB implementation within stage II starting in November 2022 and presenting the tangible results at the Ecsite conference in June 2023.

UPLOAD PDF

- Please save your filled-in proposal as a PDF file and upload it on the DOORS' submission platform.



ANNEX 3. DOORS Declaration of Honour

1. I declare that:

- a. the organisation that I represent is not bankrupt or being wound up, is not having its affairs administered by the courts, has not entered into an arrangement with creditors, has not suspended business activities, is not subject of the proceedings concerning those matters, nor is in any analogous situation arising from a similar procedure provided for in national legislation or regulations;
- b. neither the organisation that I represent nor persons having powers of representation, decision making or control over it have been convicted of an offence concerning their professional conduct by a judgement which has the force of *res judicata*;
- c. neither the organisation that I represent nor persons having powers of representation, decision making or control over it have been guilty of grave professional misconduct proven by any means which the contracting authority can justify including by decisions of the European Investment Bank and international organisations;
- d. the organisation that I represent is in compliance with its obligations relating to the payment of social security contributions or the payment of taxes in accordance with the legal provisions of the country in which it is established or with those of the country where the contract is to be performed;
- e. neither the organisation that I represent nor persons having powers of representation, decision making or control over it have been the subject of a judgement which has the force of *res judicata* for fraud, corruption, involvement in a criminal organisation or any other illegal activity, where such illegal activity is detrimental to the Union's financial interests;
- f. the organisation that I represent is not subject to an administrative penalty for being guilty of misrepresenting the information required by the contracting authority as a condition of participation in a grant award procedure or another procurement procedure or failing to supply this information, or having been declared to be in serious breach of its obligations under contracts or grants covered by the Union's budget.

2. I declare that I/my organisation:

- a. are not subject to a conflict of interest with any of the DOORS Jury members (see list here);
- b. will inform DOORS' consortium partners (either Ars Electronica, MUSEUM BOOSTER or Ecsite), without delay, of any situation considered a conflict of interest or which could give rise to a conflict of interest with any of the Jury members;



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- c. have not made false declarations in supplying the information required by the contracting authority as a condition of participation in the DOORS Call for proposals or do not fail to supply this information;
 - d. are not in one of the situations of exclusion, referred to in the above mentioned points 1a) to f).
 3. I certify that I/my organisation:
 - a. are committed to participate in the aforementioned call;
 - b. have stable and sufficient sources of funding to maintain activity throughout participation in the above mentioned call and to provide any counterpart funding necessary;
 - c. have or will have the necessary resources as and when needed to carry out involvement in the above mentioned call.
 4. I declare that I and other representatives of my organisation will:
 - a. comply with any and all legal requirements, both within the country or countries in which the project shall operate and at the European level, in particular the European Union General Data Protection regulation 2016/679;
 - b. take all reasonable steps to ensure project outputs are made openly available and accessible to the widest possible audience.

I declare that, to the best of my knowledge and belief, I am eligible to apply for the DOORS Open Call and all the information I provided on the submission platform is true.

Submitters are required to actively give their consent by clicking a checkbox in the submission platform.

ANNEX 4. Standard evaluation form

This form is made available to applicants who may wish to arrange an evaluation of their proposal themselves (e.g., by an impartial colleague) prior to final editing, submission and deadline. The aim is to help applicants identify ways to improve their proposals and provide an overview of the standard evaluation questions. The forms used by the experts for their evaluation reports will be broadly similar, although the detail and layout may differ.

SCORING

Scores must be in the range 0-5. Evaluators will be asked to score proposals as they were submitted, rather than on their potential if certain changes were to be made. When an evaluator identifies significant shortcomings, he or she must reflect this by awarding a lower score for the respective criterion.

Interpretation of the scores

0 – The proposal fails to address the criterion or cannot be assessed due to missing or incomplete information.

1 – Poor. The criterion is inadequately addressed and there are serious inherent weaknesses.

2 – Fair. The proposal broadly addresses the criterion, but there are significant weaknesses and the proposal lacks precisions and relevant details / in-depth information.

3 – Good. The proposal addresses the criterion well, but a number of shortcomings are present.

4 – Very Good. The proposal addresses the criterion very well, but a small number of shortcomings are present.

5 – Excellent. The proposal successfully addresses all relevant aspects of the criterion. Any shortcomings are minor.

Thresholds & weighting

The standard threshold for individual criteria is 3. To ensure a diverse and inclusive portfolio of institutions and pilots that cover all **innovation areas, institutions sizes and geographical areas**, grants will not be awarded only based on ranking. Proposals might be also weighted to ensure a diverse enough representation of the three above dimensions, provided that these applications attain all thresholds.

EVALUATION FORM

Individual evaluation	
Proposal No. :	
Acronym :	
1. Pilot Idea Excellence	Score: (x)
<u>Quality and Strength of the idea</u> : Is the idea realistic and can it be achieved on the scale proposed? How does the pilot fit into the organisation's overall strategy?	Threshold: (3/5)
<u>Innovation potential linked with the organisational context</u> : Does the pilot project fit into one of the innovation areas? Is the idea innovative in its specific institutional setting/context and obtains a long-term potential?	

<u>Relevance to the call:</u> How will the pilot benefit from participating in the DOORS incubation programme?		
2. Impact <u>Value proposition:</u> What challenge(s) will the pilot address and how? Is the expected outcome relevant for the pilot idea and realistic? What are the end benefits of the pilot for the organisation itself, its staff, its audience and external stakeholders (if relevant)? <u>Timing:</u> Can the pilot be developed from the initially proposed concept to the final targeted stage within the DOORS timeframe? <u>Sustainability:</u> How is the organisation planning to ensure the sustainability of the pilot beyond the DOORS project's lifespan/end of funding?		Score: (x) Threshold: (3/5)
3. Implementation and organisational context <u>Motivation:</u> What is the motivation for applying to the DOORS incubation program and what benefits are foreseen to the organization's long-term strategy? <u>Resources:</u> How many staff members are to be involved in the project and how will they benefit from the DOORS incubation programme? Does the pilot imply new staff hires/adding new staff members or involving external expertise? Are any infrastructural acquisitions intended within the realisation of the pilot and if yes, what part of the budget (in %) is planned to be respectively allocated? <u>Equity, diversity and inclusion:</u> What is the general approach to equity, diversity and inclusion in the institution?		Score: (x) Threshold: (3/5)
REMARKS	Total Score: (x) Threshold: (9/15)	



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ANNEX 5. GDPR Privacy Statement

The following [Privacy statement](#) outlines the policies by which the DOORS consortium collects, manages and uses the personal data of the concerned individuals within the context of the DOORS open call. Submitters will be required to actively give their consent by clicking a checkbox in the submission platform. Participation is voluntary, and the participant is free to withdraw at any time.

1. Who is responsible for processing the data (data controller)?

The controller is Ars Electronica Linz GmbH & Co KG, Ars Electronica Strasse 1, 4040 Linz, Austria on behalf of the DOORS consortium.

The person designated to be in charge of the processing operation is the coordinator of the DOORS project.

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2. Which data are processed?

The following information will be collected for each submission:

- Obligatory: A clear, detailed description of the pilot concept (PDF)
- Obligatory: Information required in Part A of the proposal (submission portal) – see proposal template
- Obligatory: A short description of the institution
- Obligatory: Contact and statistical data as specified below (database fields)
- Obligatory: A high resolution institutional logo
- Optional: Optional, additional material such as images, documents and drawings (as PNG, PDF, JPG, TIF, BMP) can also be submitted.

The submission will require applicants also to submit **contact information**, **statistical information** and some relevant pilot data directly into the submission portal:

- Name of Institution
- Website of Institution
- Email address of main contact (if different from submitter)
- Telephone number of main contact (if different from submitter)
- Company Registration Number
- Innovation Area
- Location of Institution
- Type of Institution
- Number of annual visitors
- Annual turnover

3. For which purpose do we process the data?

The data collected through the open call is used solely for the evaluation process to single out the beneficiaries. Except in the case of selected beneficiaries, that data remains confidential, will not be used for research and will be deleted as soon as the data is no longer necessary for the purpose for which it was collected.

Contact information collected is used to further disseminate the project (only if agreed through a check-box confirmation “newsletter” by the submitting party). This contact information will be transferred to a separated contact management software (“Mailworx” and “Mailchimp”), so that all data in the submission platform can be deleted.

4. Who has access to the data and to whom is it disclosed?

Designated staff of the DOORS consortium will process the data in the management & preparation of the evaluation process.

The personal data is processed for the purpose of conducting the pilot selection and, to achieve this objective, may be forwarded to third parties. In this case, we assure that they will comply with the GDPR and the shared data is managed with confidentiality. Therefore, external evaluators (jury members, mentors, advisors) will be given separate, restricted access (different account level) and will be obliged to confidentiality.

5. How long do we keep the personal data?

Deletion of data from the open calls will be processed in two steps:

- Non-beneficiaries: As soon as each of the open call stages are decided and at the latest one month after contracting the successful beneficiaries, all submissions will be deleted as they are no longer necessary for the purposes for which they were collected. Data will not be subsequently used for any other purpose.
- Beneficiaries: Deletion of data for parties granted in incubation stage one or incubation stage two are derived from the legally mandated terms for the storage of the data in conjunction with DOORS’ grant agreement and will be handled as soon as the retention obligations expire.

6. How can stakeholders exercise their rights, such as the right of access and rectification of data concerning them?

Stakeholders have the right to:

- Request to access the personal data the DOORS consortium holds;
- Request a rectification of personal data where necessary;
- Request the erasure of personal data;
- Request the restriction of the processing of personal data;

- Request for data to be transferred to another organization in commonly used machine-readable standard format (data portability);
- To object to processing (where applicable);
- To withdraw consent at any time, without affecting the lawfulness of processing based on consent before its withdrawal (where the processing is based on consent under point (d) of Article 5(1) of Regulation 2018/1725).

To exercise their rights, stakeholders are asked to contact the controller as indicated under 1 above by explicitly specifying the request.

7. Stakeholders right to have recourse in case of conflict on any data issue

In case of conflict on any personal data protection issue you can contact the Controller at the above-mentioned address and functional mailbox.

You can also contact Ars Electronica's data protection officer: dsk@ars.electronica.art.

In case of doubts that the processing of data violates rights to data protection, or that the entitlement to data protection has been violated in some other way, stakeholders can additionally contact the appropriate federal regulatory agency. In Austria, this is the [Datenschutzbehörde](#) [data protection authority].

8. On which legal basis is DOORS processing data?

Consent for data processing is included in the submission questionnaire through a system checkbox in the submission database.

9. Confidentiality

Confidentiality of the shared data is managed through a thorough process. Consent will be asked for in writing. Data entered into the electronic submission portal will not be made public without prior written consent from the submitting party.

As confidentiality and IPR protection are important for the integrity and trustworthiness of the open call, the consortium will take all necessary actions to protect the confidentiality of submitted projects by:

- Only accessing those projects which have clearly provided the consent (as the participation is voluntarily, participants can still withdraw from the competition while the competition is open)
- Manage accounts in a password protected way
- Contract all jury members (and those advisors having access) and oblige them to confidentiality and not making use of an IP submitted without consent of the submitting party (jury members will be further asked not to disclose the beneficiaries until the public announcement)
- Non-Disclosure Agreements with all other parties having direct access to the submission tool